



Title      The Role of Emotions in Service Encounters

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# THE ROLE OF EMOTIONS IN SERVICE ENCOUNTERS

BY  
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Finally I would like to dedicate this work to my mother Alice, who passed away in the final days of the completion of this work.

# **Abstract**

Over recent years, the service sector has grown at a dramatic rate, and with it has come significant challenges for the operators in this field. Not least of these has been the desire of these operators to create real competitive advantage by offering levels of service that call upon the servers in the interaction to engage in an emotional way with their customers, in addition to offering transactional efficiency and cost containment.

The focus of this study is to examine the emotional dimension of the service experience from the perspective of the key stakeholders in the encounter, the customer, the service employee and the outlet manager. This study is carried out in the pub restaurant sector, with the brand leader in the full-service restaurant business.

The research focuses on the role that emotions play in the performance outputs of outlet management in particular using the concept of emotional intelligence and the use of the Bar-On Emotional Quotient Inventory (Eqi) as a measurement instrument to explore the relationships between emotions and performance. The study then focuses on the server population who interact with the customers everyday, using measures of emotional intelligence and emotional labour to understand their relationship to the performance outputs of the servers, essentially the service quality offered to their customers. Finally the responses of the customer are measured from an emotional perspective, gathering their emotional response to a range of service cues. This customer data forms the basis of the relationships explored between server emotional competence and their delivery of service quality.

The research reveals significant relationships between the emotional competencies of the managerial group and their business performance achievements in the areas of customer satisfaction, employee satisfaction, employee turnover and outlet profit growth.

It demonstrates relationships between the emotional make-up of service personnel and aspects of emotional labour. The study also demonstrates the level of emotional response of customers to a range of service stimulants and finally the research reveals the extent to which a range of interactive service stimulants can create positive emotional expression in customers.

The study culminates in the presentation of two models that are designed to guide service organisations to developing and then maintaining an integrated approach to emotional service development in their own market sector. These models build on the findings in the research that demonstrate a high level of inter-relationship between the different components that contribute to the overall service experience.

The study ultimately argues that to ignore or isolate the consideration of the emotions right across the service chain, from brand proposition through to recruitment, development and measurement of the overall service quality at best leaves the service organisation exposed to sub-optimising its service offering. Conversely the value of adopting a fully integrated approach to the development of the service organisation could lead to a level of loyalty from both employees and customers that would provide sustainable competitive advantage in the service market.

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# CHAPTER ONE

## INTRODUCTION

The way in which employees interact with customers often greatly influences customers' judgments about the quality and value-for-money of the service they receive.

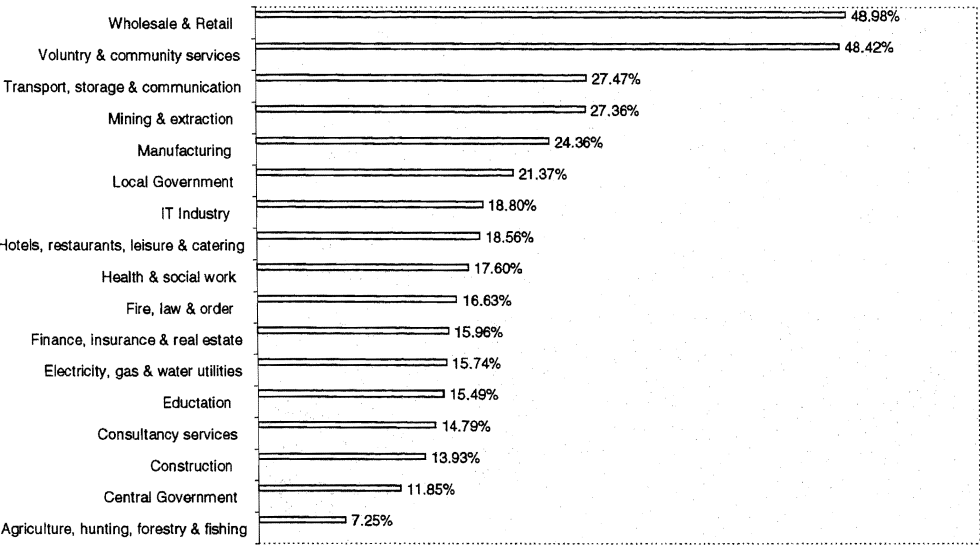
Work is changing and with it the contribution of employees. Traditional industries depended on employees combining manual and technical skills: using physical effort to put what they knew into practice.

The deal is getting more complicated. We are now in the service economy, expectations of the customer are increasing and what we are asking of employees has altered. Their technical knowledge is not enough; their physical effort is not enough. We want something from their emotional side as well. Physical labour and emotional labour together provide the new balance we need to satisfy our ever-more sophisticated customers, who are looking for emotional experiences that go beyond simple, functional service delivery.

The focus of the research is in the hospitality sector, a place where the emotional dimension is critical, whether it be the displayed emotions of the employees or the emotional impact of the other service attributes. Emotions are part of the product; customers want experiences. They can eat and drink perfectly well at home; when they go out they want to be entertained and made to feel good. The service sector has been the fastest growing sector of the economy since the 1980s, and predictions are that 90% of all jobs created in the future will be in the service sector. (Thompson *et al*, 2000).

Despite this rapid growth, this is an industry facing very real challenges in terms of attracting and retaining good quality people and labour turnover analysis places service-based industries at the bottom of the league in terms of employee turnover (Market Tracking International Report, 2000).

Figure 1.1 Labour Turnover by Industry Category  
(Market Tracking International, 2000)



This research will focus on one of the big employers in the service sector, Whitbread, whose most recent strategic activities have positioned it in the heart of the leisure industry through its three key segments of operation; restaurants, active leisure and hotels. The particular focus of this research is the pub restaurant sector, where labour turnover rates can reach over 100% per annum. Much of the understanding to date in this sector highlights the very real issues of low skill jobs, low pay, poor career prospects and a large base of young or part-time employees working in a predominantly non-unionised environment. Despite this background, employers in this sector expect front-line employees to commit to levels of service and emotional involvement, particularly in the service transaction that goes beyond that that might be expected of a much more well rewarded and stable workforce.

In this research, a comprehensive study is conducted into one major hospitality business in the UK, Beefeater Pub Restaurants, part of the Whitbread organisation. This company was selected because it is the market leader in the full-service eating out sector in the UK and as such presents the opportunity to explore the relationships between customers and those who serve them in a much richer way than other restaurant outlets might as a



result of the “extended service encounters” (Price *et al* 1994, pp 34), involved in these meal occasions.

The research will attempt to link the inherent emotions of service employees and those experienced by the customer and to what extent these are related to the presence of Emotional Labour (Hochschild, 1983), Emotional Intelligence and how these combine to impact the level of service quality provided to their customers and the emotional response of those customers.

The chapter starts by reviewing the key dynamics of the service sector, and then explores in a little more detail, the role of individual employees in that sector.

## **1.1 Hospitality Sector Overview**

Research carried out by the IPD in 1999 (In Market Tracking International Report, 2000), points out the particular people management problems that exist in the leisure and retail sectors. In the study the lowest labour turnover was in the fire and law and order services at just 7.25% per annum, in the bigger manufacturing sector labour turnover was 18.56%. Compare this to the wholesale and retail sectors at 48.9%.

The reality of the situation is actually far worse than even this figure suggests when retail and hotels are stripped out of the calculation, earlier research by this author suggests that figures in the pub restaurant sector in particular can be over 100% employee turnover per annum, significantly related to age, tenure and duties/positions. (Ghiselli & Horton, 1999)

In an increasingly competitive marketplace, leisure companies need to optimise the contribution of their people in order to drive differentiation and competitive advantage by understanding the employee-service-profit chain (Heskett *et al*, 1997). However the dynamics of the developing labour market do not favour the development of this long-term loyalty goal.

The rapid change in the nature of many industries means that business success in any kind of service environment cannot be guaranteed purely by price, reliability or even quality. Increasingly the spotlight is turning to the emotional engagement of both staff and customers. This is a critical component in developing loyalty from both staff and customer.

The restaurant sector in the UK alone was worth 22£bn in 1998/99, 24.2£bn in 2000/2001 and is predicted to grow to 28.2£bn by 2004/5 (source, Taylor Neilson Sofres). This continued rapid growth will put increasing pressure on a labour market that expects to see a decline in the number of 25-44 year olds in the labour force in the period from now to 2011 (Market Tracking International Report, 2000). Much of the literature in this area is focused on the imperative of providing a good environment for employees in order that they may carry through this good feel to the customer; indeed Reichheld (1996) cites examples of retail businesses in the USA who enjoy low employee turnover driving 50% more profitability than comparable stores with high turnover, and he offers a rare glimpse into the leisure sector with an example of good practise in Chick-Fil-A, the third largest quick-service chicken chain in the US, where turnover is 4-6% in a US industry that runs at 30-40% annual turnover. Clearly, despite the plethora of writings in terms of employee loyalty and the proposition of increased commercial returns available as a result of improvements in staff retention and turnover, the UK industry has failed to meet the challenge.

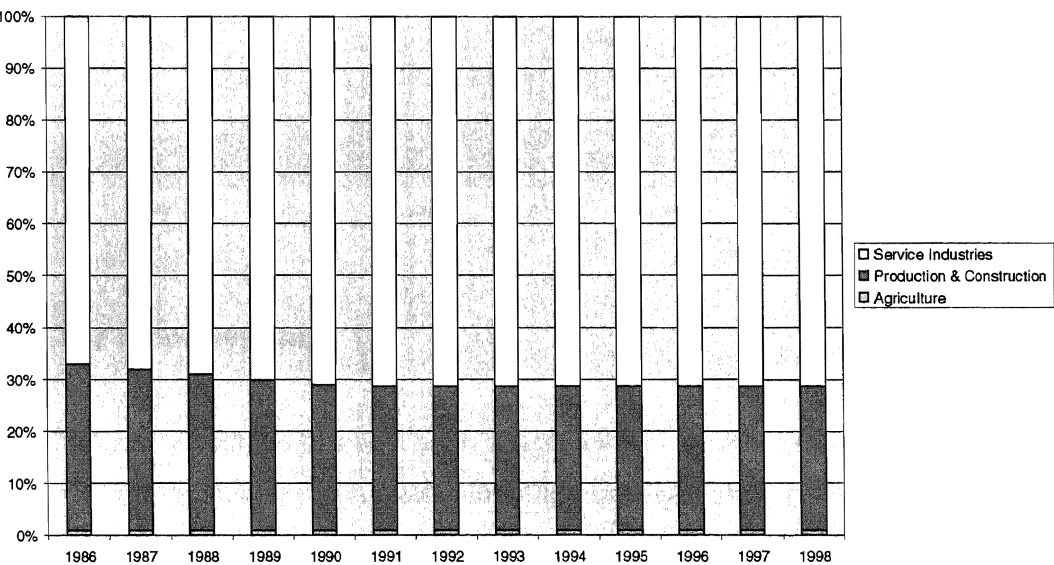
## **1.2 The Importance of Service Quality in Today's Economy**

The development of the service sector has been driven by the rapid change in the economy. In the agrarian economy the economic offering was commodity based, with the onset of the industrial age the offering was based on goods. The service economy clearly looks for service based offerings, but an increasing trend is toward an experience-based economy (Pine & Gilmore, 1999), demanding emotional experiences that deliver a good feel.

An ever-increasing amount of focus is being applied to the contribution of service quality in today's increasingly important service economy. There are a number of very clear reasons for this:

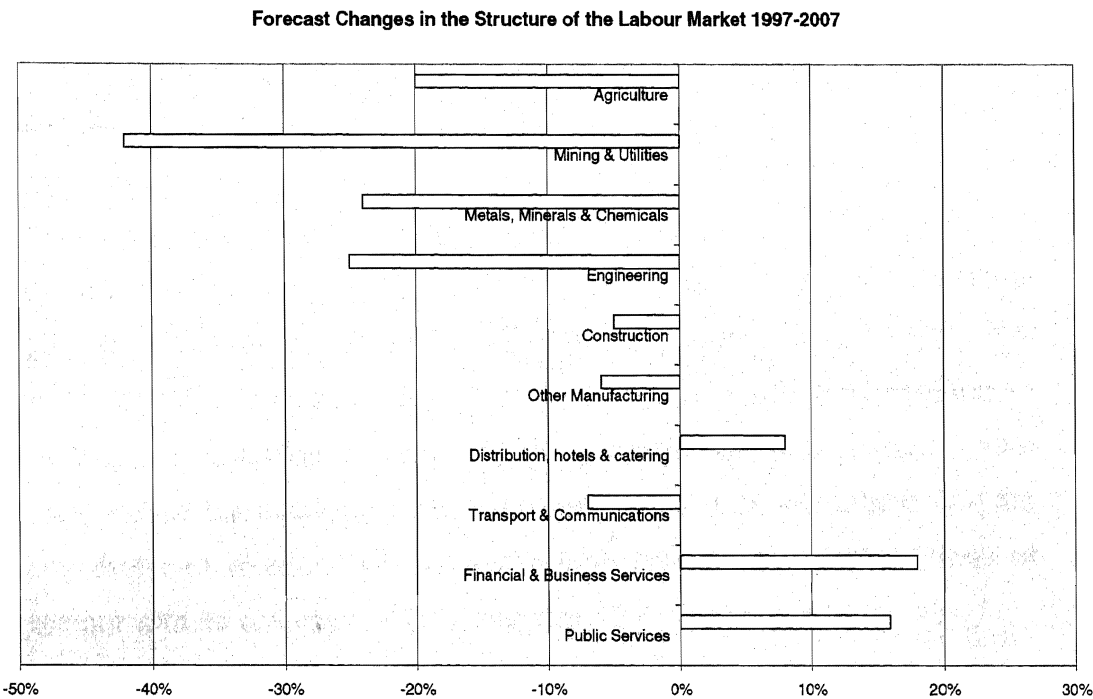
The size of the service sector has increased at a dramatic rate in recent years. The share of UK GDP has grown over the last decade at almost 1% per year in the early 1990's before levelling off at around 72% toward the end of that decade.

Figure 1.2 UK GDP by Industry (1986-1997)  
(Market Tracking International 2000)



This growth in GDP has had a consequent effect on the nature of employment in this sector, as labour moves out of the traditional manufacturing sectors into public services and the various range of service driven industries.

Figure 1.3 Forecast Changes in the Structure of the Labour Market 1997-2007  
(Market Tracking International 2000)



**1.3 The Employee Issue**

In an industry such as this with such a high level of labour turnover but equally such a dependency on high quality interface between staff and customers, the nature of employee commitment to service quality is worthy of investigation.

An established stereotype exists in terms of this sector; that of low pay, low skill, poor job content and even poorer career prospects. This view is often justified by the “historical pursuit of low labour costs as a competitive strategy” (Peefer, 1998, pp 109) and could be inhibiting real people development and service quality delivery, creating as Peefer puts it a dangerous myth about pay.

Another key characteristic of this sector is the absence of Trade Union representation. This has helped bring about a situation of low pay and wage

levels pitched at the Minimum National Wage level. Often these rates are only enhanced where tight labour markets force increased rates or the existence of tips, which enhance take-home pay. In rare situations employers do attempt to break the low pay paradigm, such as Tim Martin at the pub operator JD Wetherspoons, who states, "We haven't kept a clamp on wages because we think it's important to get the best staff" (*The Times* Sept, 8th 2001).

Increasingly, employers are debating a move to high involvement organisations (Bowen, Lawler, 1992) and increased affective commitment from the employee group (Meyer & Allen, 1977); however, the industry has a history and culture of high centralised control systems reflecting the attitude of management to the employee group of low trust, rather than the acknowledgment of real employee potential. Managers are now seeking to achieve the right balance of creativity and control (Simons, 1995). There would appear to be significant potential for competitive advantage for the company that can master this balance and create a much higher level of engagement with its employees. (Buckingham & Coffman, 1999).

The complex nature of the hospitality sector gives rise to a number of major challenges and to some extent helps to explain the diversity of approaches adopted in managing the desired outcomes of operators in this sector. The presence of many part-time, unskilled and increasingly multi-cultural employees raises issues of diversity on a wide scale. Shapiro (2000), defines diversity as a concept beyond just race and gender and looks at gaining increased levels of all involvement of all employees, whether they be part-time or full-time, administrative or front-line, professional or senior and react against the Frederick Taylor's approach to scientific management evident in many organisations in their tendency to separate employees hands from their brains (Adair, 1990).

Coupled with this issue of diversity is the nature of the workforce in general in terms of demographics and attitude. We are in a high employment phase of the economic cycle combined with a predicted reduction in available 25-44 year olds in the period to 2011 (Market Tracking International, 2000). Attitudes

are also changing; in a term borrowed from Coupland (1996), we have bred a group of 22-35 year olds termed Generation X who are highly computer literate, independent, and conditioned by consumer culture, but who have a much higher mistrust of institutions and while being aware of the fact that lifetime employment is a thing of the past.

Smithson and Lewis (2000) further explore this view in their study of psychological contracts in the context of perceived job insecurity in a group of young people in the North West of England.

Highlighting the role of internal management policies and processes, Lau (2000, pp 426) describes the quality and capability of service providers as having, "a direct, significant effect on the service delivery process and customer satisfaction", and presents a model building revenue and profit growth through employee satisfaction, retention and productivity, pointing out the costs of high employee turnover in terms of separation, replacement and training costs at around 2.5 times annual salary.

Ghiselli (2001) *et al* see quality of life as inexorably bound to employee turnover. However, Mullins (2001) casts some doubt over the relationship between satisfaction and productivity, and cites a broader range of individual, social, cultural, organisational and environmental factors. Mullins takes a much more straightforward view on the requirements of hospitality workers, suggesting wages, job security and career development as being drivers of satisfaction over the emotional factors discussed earlier.

#### **1.4 Aims and Objectives of this Study**

The aim of the research is to explore the role that emotions play in service roles and service experiences, and how the policies and procedures that exist in pub restaurant businesses, in particular, to recognise and reflect the impact of emotions in the various dimensions of the service experience. The research will break down the approach into three key dimensions of service, the role of

the outlet manager, the role of the server teams themselves and the emotional experience of the customer.

The objectives are:

- To understand the role of emotions in the restaurant service environment in terms of management, servers and customers.
- To identify the emotional attributes of the management and server group.
- To compare the emotional attributes of the server group and the management group and understand how this might impact the relationships at outlet level.
- To explore the impact of the various aspects of the service experience on the customer from an emotional perspective.
- To examine the relationship between emotional competences, described as Emotional Intelligence, of servers (measured by the Bar-On Eqi), and the concept of Emotional Labour (Hochschild, 1983).
- To compare the expression of the emotional experience of the service experience with the emotional competence of the server and the presence of key attributes of Emotional Labour.
- Examine current policies and procedures in the pub restaurant sector to understand their impact from an emotional perspective, on employees in terms of service quality delivery.
- Complete a review of the academic models and literature relating to Emotional Labour, Emotional Intelligence and emotions in the workplace and service delivery in the service sector.
- Draw on the above to develop the concept of emotions and emotional intelligence, and Emotional Labour in its application to the hospitality sector, by highlighting the relationships between the particular variables – (such as age, sex, job role and tenure – discussed earlier in this section as being important in the sector), and the phenomena of Emotional Labour.
- Suggest a model that helps managers understand and manage emotions in the workplace by improving the overall integration of

emotions across the critical dimensions of the service organisation, the management, the employees (in this case particularly customer facing employees), and the delivery of that service offering to the customer in a way that adds value to their experience. The model will consider how the overall brand model might be developed to integrate the emotional dimension into the structure of the brand proposition and its execution. This will provide a basis on which managers can consider creating improved recruitment, induction and training processes and development of a climate that is conducive to enabling emotional competence to be displayed in the service encounter in pursuit of the optimum delivery of the brand offering.

### Definitions:

1. In the context of this research, the hospitality sector (or leisure market) consists of the pub restaurant operations operated by the large branded businesses such as Whitbread PLC, Six Continents and Granada based in the United Kingdom.
2. The main theoretical underpinning for the work on commitment and on the more recent concept of Emotional Labour (EL) lies within the theory of job satisfaction, and particularly the work of Blauner (1964) on alienation – itself stemming back to the sociology of Marx and Weber (Gerth & Wright, 1970) – and the classic work on roles and role conflict (Kahn, 1964; Filley & House, 1969); there are links to the Quality of Working Life (QWL) and process consultation movement, especially in the ways in which clinical concepts such as emotional balance, defence mechanisms, and personal growth, are applied in the analysis of interpersonal encounters within the workplace (see e.g. Schein, 1987; Berne, 1966; Stewart & Jaines, 1987). Stemming from the above, the field of Emotional Labour is developing its own body of theory, and it is important to provide initial definitions as follows: Hochschild (1983, pp 7) defined Emotional Labour as, “the induction or suppression of feeling in order to sustain an outward appearance that produces in others a sense of being cared for in a convivial safe place.”



James (1989, pp 15), writes: "I define emotional labour as the labour involved in dealing with other people's feelings, a core component of which is the regulation of emotions...Emotional labour facilitates and regulates the expression of emotion in the public domain".

3. In terms of providing a definition for Emotional Intelligence (Ei), Bar-On (1997, pp 16) defines Emotional Intelligence as: "the understanding of oneself and others relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands".

## **1.5 Outline of the Thesis**

The introduction above has highlighted some of the challenges in the hospitality sector today and some of the emerging issues. Employers in this sector are actively looking for ways to overcome the issues of staff turnover and apparent lack of buy-in to the vision and values of these service focussed organisations. Management's interventions are largely about re-enforcing rules and policies around the style and structure of the service transaction, there is little evidence of a deeper understanding of the issues that might be antecedents to the successful service experience. Employers claim to understand the connection between the motivation and loyalty of their team and the concomitant impact on service quality, but few seem to have managed to square the circle.

This thesis will examine the role of emotions in service encounters; this approach is driven by the emerging interest in the academic and commercial field of the role of emotions in a range of daily activities. This is maybe most apparent in the rapidly growing interest in the notion of Emotional Intelligence which was brought into the public domain by the publication of Daniel Goleman's best selling book Emotional Intelligence in 1995. However, whilst not so dramatic, there is an emerging body of work examining the role of emotions in service experiences in an effort to drive competitive advantage in service and brand development.

The thesis also explores the area of Emotional Labour, that has seen less public exposure, but where the literature covers this area the work has focused generally on service environments.

The research will bring the concepts of Emotional Intelligence and Emotional Labour together, exploring the relationship between them both and their impact on a range of critical commercial outputs.

This thesis is divided into eleven Chapters:

Chapter One has provided a background to the sector and described the focus of this research.

Chapter Two is a review of the literature in the fields of Emotional Intelligence, Emotional Labour and service quality.

Chapter Three develops the hypothesis for the rest of the study emerging from the literature review.

Chapter Four outlines the design and method behind the research in the thesis.

Chapter Five describes the results of the customer survey pilot.

Chapter Six moves on to describe the outputs of a largely qualitative piece of work, resulting from a series of interviews which were designed to set the backcloth for the bulk of the quantitative research which forms the main body of this study.

Chapter Seven reports on a major piece of research conducted with a team of General Managers in the Beefeater business to examine the relationship between Emotional Intelligence and a range of key performance indicators.

Chapter Eight examines the relationship between Emotional Intelligence and Emotional Labour in the server population.

Chapter Nine represents the final stage of this three pronged approach to researching emotions in the service environment, the results of a detailed study into the emotional response of customers to the service experience, drawing on the emotional attributes described in the previous chapter and further extending the analysis to a wider range of service attributes.

Chapter Ten discusses the findings in the study.

Chapter Eleven draws the main conclusions from this study and presents two models in particular that seek to help managers in the service sector understand how emotions can play a crucial role right through from product/brand development to the ultimate delivery of that service to the customer.

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Introduction**

This Chapter aims to review the three key areas of the literature supporting the research in this thesis, that is, Emotional Labour, Emotional Intelligence and the role of service quality in the service sector particularly from the emotional perspective. A particular focus is taken on the areas that provide a potential link between the three areas under review, against a background of the emotional dimension of service work. Given that a number of these areas are rich in volume, for example, since the early 80's more than 1,000 papers have been published in the field of service quality (Matthews *et al*, 2002), an element of focus is required.

#### **2.1.1 Objectives of the Literature Review**

As indicated above, there is a great deal of literature around service quality, albeit little in the field of emotional response to service experiences. There is also a growing body of work around Emotional Intelligence. There is rather less in the area of Emotional Labour. The review provides an extensive background to these three areas whilst maintaining a focus around the notion of the emotional dimension of service delivery.

There are some substantial bodies of literature linking Emotional Labour to service industries, indeed much of Hochschild (1983) work deals with this in some detail, examining the impact of Emotional Labour on flight attendants and debt collectors in particular. There is little in the literature that attempts to link the concept of Emotional Labour and Emotional Intelligence, however, Brotheridge and Lee (1998) provide a useful insight into the measurement of Emotional Labour in the service sector and in looking at the relationship between the two concepts of Emotional Labour and Emotional Intelligence.

It would appear there is little research in the area of Emotional Intelligence and service quality. Whilst there has been an ever increasing body of work going on in the area of Emotional Intelligence, much of it being sparked by the publication of Daniel Goleman's book, *Emotional Intelligence* (1995), which effectively gave a popular platform to this subject, there is little evidence yet of research in trying to understand whether a link exists between Emotional Intelligence and service quality delivery.

The main aim of this study is to add to the limited work in understanding the link between Emotional Labour, Emotional Intelligence and the delivery of superior service quality.

### **2.1.2 Structure of the Literature Review**

The review of the literature in this area has taken a structured route in order to critically review the key concepts under investigation in this research.

The review commences by looking at the approaches adopted to service in the hospitality sector and how organisations have pursued competitive advantage through a range of policies and procedures varying from the mechanistic and controlling to the empowered. Unlike many industries, the product in this situation is often the people themselves, leading to an inevitable conflict between efficient predictability and emotional engagement. The review examines some of the emerging writing looking at the role of customer emotional response to service encounters, emotions representing a key theme throughout this study.

This section then moves on to review the literature in terms of employee performance in service roles, in terms of the behavioural repertoires that service personnel are encouraged to adopt to help service organisations produce a sense of predictability or even theatre in their brand delivery processes.

The emphasis then shifts to the management process itself and the relationship with the service employees themselves. Firstly the notions of empowerment are examined in service environments and how management have developed these approaches in an effort to improve the customer relationship and introduce a level of customisation to that relationship.

The next short section of the review touches on the role of gender in the service environment. A number of readings explore the notion of gender, which is influential in the nature of the employee mix, the dynamics of the labour market and service relationships. Later, the review discussions around Emotional Intelligence will highlight the significance of gender in the measurement of Emotional Intelligence Quotient (Eqi), and therefore renders this area worthy of review.

The review then goes more deeply into the dynamics of the service operation and critically the potential impact on the employee. This is achieved by examining in particular the reading around Emotional Labour itself, a term coined by Hochschild (1983, pp 7) as “the induction or suppression of feeling in order to sustain an outward appearance that produces in others a sense of being cared for in a convivial safe place.” Whilst Hochschild’s work focussed on flight attendants and debt collectors, there is no doubt that in today’s increasingly service-based world, we are all partly flight attendants (Hayes & Kleiner, 2001).

The reading into Emotional Labour draws one into the area of emotions at work, and the final area of the literature review examines the work done in this area with a particular emphasis on how a greater understanding of the role of emotions in the workplace can influence the extent of Emotional Labour in the workplace and starts to pick up a critical theme in the writer’s opinion; is there a relationship between roles and individual identity (Ashforth & Humphrey, 1993) and can a good fit of emotional make-up and job role actually enhance well-being? This will involve a review of the growing body of work undertaken in the area of Emotional Intelligence, a term first used by Mayer and Salovey

in 1993, and popularised in the best selling book by Daniel Goleman, *Emotional Intelligence* (1995).

The review will offer a brief history of Emotional Intelligence; and review how the literature has offered reports of substantial business benefits following Emotional Intelligence interventions. This section then looks at one area that whilst not directly service orientated, education offers an interesting and complementary insight into the application of Emotional Intelligence thinking.

Finally, this section looks at the extensive range of measures that are now available to understand Emotional Intelligence performance. This will be critical in this study as a means of quantifying the body of analytical research focussed on emotions in the three perspectives of the work, the customer, the server and the manager.

## **2.2 Approaches to Service Quality**

The literature on service quality is wide-ranging and plentiful. There is agreement on the intangible but critical nature of the human element of service delivery and how in service industries, the service itself is, to a greater or lesser extent, a key part of the product itself albeit the review will explore how some organisations have sought to mitigate the unpredictability of the human side of service delivery (Klein 2000, Ritzer 1993), in order to better predict the outcome of the experience.

The following section covers a range of different aspects of the service quality literature with a view to establishing the critical areas of focus for the structure of the analysis in this study.

### **2.2.1 Definitions of Service Quality**

The literature is extensive on service quality in general. Much of it works on the understanding that service quality is related to the delivery of a particular set of expectations, by the provider, for the customer. Zeithaml, *et al* (1990,

pp 16) ascertain that “service-quality perceptions stem from how well a provider performs vis-à-vis customers expectations about how the provider should perform” and that “only customers judge quality”. Using this general definition as a basis they developed their service quality assessment tool – SERVQUAL, measuring customers expectations and perceptions along five quality dimensions (reliability, responsiveness, assurance, empathy and tangibles). These approaches are well established, particularly how they are applied in the measurement of service quality delivery, described by Price, Arnould and Deibler (1994, pp 35) as “typically along a continuum from unfavourable (dissatisfied) to favourable (satisfied)”.

Much of the focus in the service field is shifting to the notion of providing experiences rather than service. This challenges traditional approaches to the measurement of service quality delivery and indeed the task of those charged with creating these customer experiences. Pine and Gilmour (1999) illustrate how the shift in the economy over time has changed the dimensions of the service offer in the table below:

Table 2.1 Economic Distinctions  
(Pine & Gilmour 1999)

<b>Economic Offering</b>	<b>Commodities</b>	<b>Goods</b>	<b>Services</b>	<b>Experiences</b>
<b>Economy</b>	Agrarian	Industrial	Service	Experience
<b>Economic Function</b>	Extract	Make	Deliver	Stage
<b>Nature of Offering</b>	Fungible	Tangible	Intangible	Memorable
<b>Key Attribute</b>	Natural	Standardised	Customised	Personal
<b>Method of Supply</b>	Stored in Bulk	Inventoried After Production	Delivered On Demand	Revealed Over A Duration
<b>Seller</b>	Trader	Manufacturer	Provider	Stager
<b>Buyer</b>	Market	User	Client	Guest
<b>Factors of Demand</b>	Characteristics	Features	Benefits	Sensations



The reality of this approach goes beyond measurement processes, asking questions of the expectation of customers and how management responds to this increasingly complex challenge in terms of service design, managerial practise and culture. However, there is little literature around the concept of the *emotional* response of customers to service experiences. Organisations such as the Disney Corporation have developed an approach to managing the emotional response from their customers to create “precise engineering to create enjoyable and memorable experiences” (Dube & Menon, 2000, pp 287). Writers such as Shaw and Ivens (2002) describe a newer, much more emotionally based approach to developing the service experience. Their writing extends through the whole service offer including the recruitment of right fit employees using the techniques embodied in the Emotional Intelligence literature that is picked up in greater detail in this review, and represents a substantial contribution to the overall research in this study.

### **2.2.2 Efficiency vs. Engagement**

Establishing the most appropriate economic model for any particular business trading in the restaurant sector is a constant challenge for the players in that market. Almost all operations will stake a claim to offering great service, but that service can differ in the sub-sectors of the eating-out market. Price, Arnould *et al* (1994) classify this as brief and extended service encounters, in referring to the engagement opportunity in personal service experiences. There is a growing body of contemporary literature on the nature of large-scale global food operations, most notably in the fast food industry. Schlosser (2002), describes is the result of the aggressive drive by brands such as McDonalds and Burger King which have sought to achieve global status, much of it the authors would argue taking into account neither the needs of the consumers in those countries or indeed the well-being of its employees. The business model that has supported this expansion goes back to 1937, and the business the McDonald brothers set up in Pasadena, California that was based on high speed, large volume, low prices and a limited menu. The pursuit of these goals was only possible through a breakdown of production and service into assembly line procedures. This approach combined with a

policy of franchising the business across the world has enabled massive and rapid expansion.

In the *McDonaldisation of Society*, Ritzer (1993), explores what is probably the most successful company in the food service sector in the world and how it has driven its strategy through efficiency, calculability, predictability and control of nonhuman technology with scant regard to the emotional impact of such policies on its employees, essentially bringing manufacturing techniques to the production of mass services (Lashley, 1995). These elements are not exclusive to the domain of the fast food industry; however, in their combined form they help understand how the fast food model works.

Efficiency in terms of the service offer is a key component in all service industries. In McDonalds interestingly, both customers and staff are taught to play their part in the encounter, customers ordering in the required manner, waiting for food at the service point and clearing their table at the end of the meal. Equally staff are trained to follow the steps of the pre-defined process to ensure the model is delivered correctly. Calculability is the emphasis on the quantitative aspects of the products sold; how big are the portions, how long will it take to get served?. Even the staff enters the game, given the limited discretion in their work they are left to focus on such things as how quickly they can serve customers. Predictability starts to get under the notions of brand and delivery of key attributes of the brand; this will focus on the assurance that the product offer will look the same wherever the brand is offered.

The final area is that of control, a critical area of service quality delivery. In many of the fast food operations, the control of the production and service offer through the use of technology defines the limits of emotional engagement. Without doubt the strategy of limiting this emotional dimension of the encounter increases predictability, but at what cost? Many service-based organisations are battling with the balance between the value of technology in driving efficiency and the need to fulfil an emotional contract with their customers.

Commenting on the industrialisation of service, Levitt (1972) argues that there is no such thing as a service industry; service merely being a part of the total product and he sees McDonalds as extravagantly good service. Levitt goes on to argue strongly for the industrialisation of service, referring to the concept of service having historical connotations of charity, gallantry and selflessness, or of obedience, subordination and subjugation.

Ritzer's emotive study and conclusions leads to a much wider debate regarding the creation of *McJobs or the McWork sector* (Klein 2000, Ritzer 1993) describing the proliferation of low quality, low skill, low pay and largely short tenure jobs.

This mechanistic approach is in contrast to much of the reading on service quality in the sector. Many service-based companies seek increased market share through the creation of loyal employees and customers (Heskett *et al* 1997, Reicheld, 1996), even calculating the financial benefit of retaining loyal customers over time. One of the critical themes that emerge from this literature is the relationships that are built between vendors and customers. Part of the nature of this relationship is in the pure product delivery itself as discussed above, but much is made of the nature of personal relationships and the extent to which they can influence loyalty. Nordstrom, one of the service quality icons in the USA talks about the satisfaction mirror (Heskett *et al*, 1997), where the level of employee satisfaction is reflected in the service offered to its customers. Many of the examples of great service are as a result of individual, deviant initiatives (Rafiq & Ahmed, 1998), where servers step-out of the defined service steps to offer a more personalised element to the service experience. Price, Arnould and Deibler (1994) in their research noted that extra attention was a significant factor in creating positive emotional responses to service encounters. Further research needs to be done to understand the critical link between the desired outcomes of a great service culture and the approaches required to engage employees in this pursuit. Quite rightly much is made of the employee contract, and how the notion of employee satisfaction can influence service quality, however, the debate needs to go beyond these simple, whilst important notions, in order to

understand if there is something deeper in the nature of employee engagement in service settings that goes beyond simple reward.

The next section delves a little more into the nature of service delivery and some of the underpinning literature on the nature of service and the expectations it places on employees.

*Service is not just about strategic approaches or business models. Service organisations constantly wrestle with the challenge of building the right approach to delivering the service experience to the customer; the following section examines how the literature reflects these efforts to create the right customer experience.*

### **2.2.3 Service Performance**

The process of service delivery involves a chain of related events and activities, culminating in the ultimate service to the customer delivered by the front-line server. This makes the behaviour of these employees critical in the measurement of service quality by the customer, versus their expectations. Whilst these front-line employees represent the human face of the brand offering, they are not in control of the production and assembly process, but they still have to deal with the consequences and outcomes of that process directly with the customer.

The service literature describes the conflict between empowerment and control in these direct service interactions, which was referred to in the above text. This debate is extended when considering the real nature of the *role* that is played out by the front-line employee. Differing perspectives are covered in the literature and disagreement on the definition of the excellent service model. A very good example of this is the service approach of Disney, Zeithaml and Bitner (1996), cite Disney as exemplary service management in action, whilst Van Maanen (1991), refers to the dark side of the Disney smile. Such repertoires are achieved through a high level of discipline and control. This author's own investigation of the Disney operation gained through

involvement in the Disney Corporation's own programme reveal conformation to an exacting set of rules ranging from hair length, jewellery, make-up, shoes and so on; any reluctance to display conformity at the recruitment stage will ensure the process is aborted and the same discipline continues throughout the employment cycle (Source: Disney Institute Programme).

Behavioural repertoires are powerful determinants of the outcome of service delivery, if employers can identify a desired set of repertoires and make them specific to the service style there would be powerful opportunities to increase awareness of these behaviours and responses into employee programmes. Dobni *et al* (1997), maintain that managers must disabuse themselves of the notion that these soft side human skills are innate and cannot be learned and that these behaviours can be broken down and defined into observable behaviours. This approach supports the work of Goleman (1995), who states that we must take more control of and better manage our repertoire of emotions.

These repertoires have the appeal to service employers of providing an opportunity to create output measurement gained through their observability. Such measures as mystery shoppers, diners, even sleepers are now commonplace and the mere awareness that the next customer might be the mystery client can create a Foucaultian perspective (Luymes, 2000) to the working lives of employees such that the mere potential of being observed leads to the internalisation of the perception itself, a desired state for those organizations seeking to regulate performance at the front-line.

The behavioural repertoire has its basis in role theory, the metaphor being directly borrowed from the theatre (Goffman, 1959), and in that sense service employees can be seen as actors who must perform a repertoire of behaviours appropriate to the position (role) they hold. Indeed such large companies as Disney openly position their customer facing roles as acting, using terminology such as cast-members for employees, and on-stage meaning areas where employees are visible to the customer. This makes for a level of simplicity and execution that leaves no room for doubt in terms of

the outputs of employees, albeit supported by a very directive culture. (Source: Disney Institute Programme 2000). Indeed Bryman (1999), extends this view along the line of Ritzer's (1993) book in talking about the Disneyisation of Society, presented under four aspects of theming, differentiation of consumption, merchandising and Emotional Labour.

The impact on Emotional Labour is discussed in much more detail in the next section, but it is worth exploring here the implications of the Disney acting proposition. Clearly as a movie based organisation, the notion of acting is one that is deeply engrained in the organisation's history, traditions and culture and can be easily applied in its theme parks where employees literally put on costumes and play out roles such as Mickey Mouse much to the obvious amusement of park visitors. A much more challenging aspect of the acting approach is in the company's hotels and restaurants where the language remains the same without the obvious supporting props. The performance here is much more of a human interaction, that of street entertainer rather than stage actor, where the encounter is more unpredictable, the outcome more uncertain, and the emotions of the actor under much more direct scrutiny by the customer, what kind of actors best fulfil these roles, what emotional pressure is exerted on the actor in maintaining the show, this points directly to the work by Hochschild in to the nature of Emotional Labour?

This notion of performing is particularly interesting in its scope; Goffman (1959), takes this idea somewhat further and presents a compelling analysis of how individuals throughout many life situations perform in one way or another within the roles they play using such fixed props as houses, clothes and job situations as a demonstration of self. The performances exhibited in service situations are a classic illustration of Goffman's writing, whether they be in the personal interactions of servers or the environmental designs that are becoming ever more sophisticated in order to orchestrate the emotions of customers. For example, open kitchens that are becoming popular in modern restaurants that are designed to evoke images of homeliness and trust in otherwise customised and disciplined large scale operations.

Hochschild (1983), leaves us with the challenge (to be covered in much greater detail elsewhere in this review), how sincere and deep felt are these performances and does the projection of sincerity require the presence of the same feeling?

*The challenge of giving the customer the optimum experience leaves employers with the challenge of how much freedom, discretion or empowerment to give to the employee in an effort to customise to some extent what might be an otherwise overly predictable experience, empowerment has been adopted as a route to this objective, the subject is reviewed below.*

#### **2.2.4 Empowerment**

The service management literature is generally agreed on the need to empower the front-line in order to drive higher quality service experiences; this is especially true in the dynamic of service recovery where the immediate reaction of the person closest to the customer can be critical in making the difference on the perception of customer orientation. However, notions of empowerment are also in conflict with the drive for control, that is control of the customer experience particularly in the context of branded experiences, and also the need to control the cost lines in hospitality businesses. Businesses have traditionally applied bureaucratic approaches to controlling service situations despite the fact that the dynamics of customer variability in particular do not lend themselves to such an approach.

These conflicts are especially exposed where the drive for superior customer service creates the concept of the sovereign customer (Rosenthal *et al*, 2001, Hodgson, 2001). Clearly where this drives strategies for the highest levels of customer service, there can be disenchantment from the service worker's perspective where apparently contradictory pressures are applied in the pursuit of commercial results focussed around cost containment. Furthermore, where such strategies are overtly used in marketing of brand service offerings, the concept of sovereignty and the empowerment of the

customer can lead to customers disenchantment and damage to the provider – customer relationship where expectations are not met.

Lashley (1995) provides a helpful framework to create greater clarity and definition around the terms used in the literature in describing empowerment.

Table 2.2 Managerial Meanings of Empowerment  
(Lashley, 1995)

Managerial meaning	Initiatives used
Empowerment through participation	Autonomous work groups
	Whatever-it-takes training
	Job enrichment
	Works councils
	Employee directors
Empowerment through involvement	Quality circles
	Team briefings
	Suggestion schemes
Empowerment through commitment	Employee share ownership
	Profit sharing and bonus schemes
	Quality of working life programmes:
	Job rotation
Empowerment through delayering	Job enlargement
	Job re-design
	Retraining
	Autonomous work groups
	Job enrichment
	Profit-sharing and bonus schemes

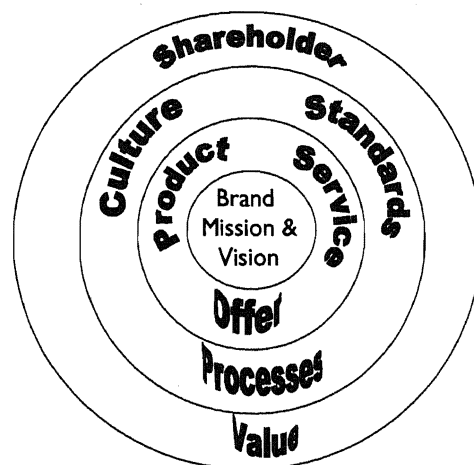
Empowerment of employees has been cited as a means to enhancing the quality of service roles and the service interaction with customers, empowered employees are said to respond more quickly to customer service requests



(Lashley, 1995). This empowerment can take different forms in the hospitality sector; TGI Friday's, an American restaurant concept operating under franchise in the UK by Whitbread plc, used empowerment through employee involvement (Lashley 1999, Lashley, 2000), Harvester Restaurants sought to de-layer the management hierarchy to achieve more autonomy at unit level (Ashness & Lashley, 1995) as did McDonalds (Lashley, 1995). The role of branding cannot be underestimated in this context, Lashley describes the difficulty customers have in predicting the intangible nature of service delivery (Lashley, 1995), and how large organisations such as TGI Friday's or Harvester will use the brand image to project an expectation of service ahead of, and as enticement to the customer experience. Clearly, such an approach by its nature defines boundaries in terms of the content of the service encounter and the empowerment of service employees in that context limiting power to the prescribed task (Lashley, 1995).

Empowerment is an interesting proposition in the context of the writing in this area, what is normally being described are in fact degrees of discretion against a backcloth of what are often very prescriptive brand propositions, Lashley (1995). The notion of discretion is one that is easier to contemplate in many service-based companies, and can be seen to be aligned through the branding process; a model for this is outlined below.

Figure 2.1 Brand Development Model



The model suggests a process by which the brand vision informs initially and directly the service/product offering, which is then supported by the culture and processes in the business leading ultimately to shareholder value. Examples are seen of this approach in Leidner's study of the Combined Insurance Company whose founder and inspiration W.Clement Stone, created a model of orchestrated optimism (Leidner, 1993), from which the service approach, culture and behaviour, and scripted selling process were built. Much more recent examples exist in highly branded restaurant operations. Bahama Breeze, a branded restaurant belonging to the huge US based hospitality company Darden, proclaims in its team newspaper unbelievable standards as one of the companies guiding principles, "...practising disciplines that keep Bahama Breeze strong" (Bahama Breeze Team Newspaper, 2002).

Gronroos (1990), is clearer in terms of why employers in service organisations might want to use empowerment as a tool, that is to allow front-line service staff to take advantage of sales opportunities and cross-selling opportunities resulting from the interactive nature of service delivery process.

Bowen and Lawler (1992), present a contingency framework describing contingencies of empowerment.

- **Business Strategy:** The degree to which firms seek differentiation and customisation, which will drive more toward empowerment, as compared to low cost and high volume approaches that would be better supported by production line approaches (e.g. McDonalds)
- **Tie to the Customer:** Where relationships are of a long-term nature and transaction values high, empowerment is essential.
- **Business Environment:** Bowen and Lawler (1992) compare customers with a wide variety of special requests where it is impossible to anticipate all situations (e.g. airline travel), and hence pre-programme service personnel versus production line businesses such as fast food, and how empowerment better supports the former.

- Types of Employees: Empowerment will clearly support employees who have high growth needs and wish their abilities to be tested.

The above typology also calls for different approaches to management. Clearly empowerment requires Theory Y type managers who will allow employees the space to make decisions on behalf of the company. The production line approach requires Theory X type managers who favour close supervision of employees (Adair, 1990). This is summarised well in the table below where Lashley (1995) builds on the approach discussed above.

Table 2.3 Dimensions of Empowerment and Contingencies  
(Lashley, 1995)

Dimensions	Employee involvement: production-line organization (high volume, standardized, short time, simple technology theory X organizations)	Employee involvement: empowered organization (personalised service, long period, complex technology unpredictable, theory Y organizations)
Task dimension	Low discretion	High discretion
Task allocation	Limited involvement	High involvement
Power	Limited to task	Influences the direction of policy
Commitment	Financial rewards – bonuses, etc	Participates in decisions
Culture	Control oriented	Trust oriented

Whilst there is a strong body of literature extolling the virtues of the customer as king driven by the desire to provide service, quality and innovative problem solving in support of their customers (Peters & Waterman, 1982), this is balanced by the recognition in other works that the industry has not bought into this notion in shaping its overall approach to management and the challenge of creating the notion of a customer orientated bureaucracy, where as Jones *et al* (1997) put it where firms are caught between the apparently contradictory impulses of standardisation and customisation but are unable to abandon either.

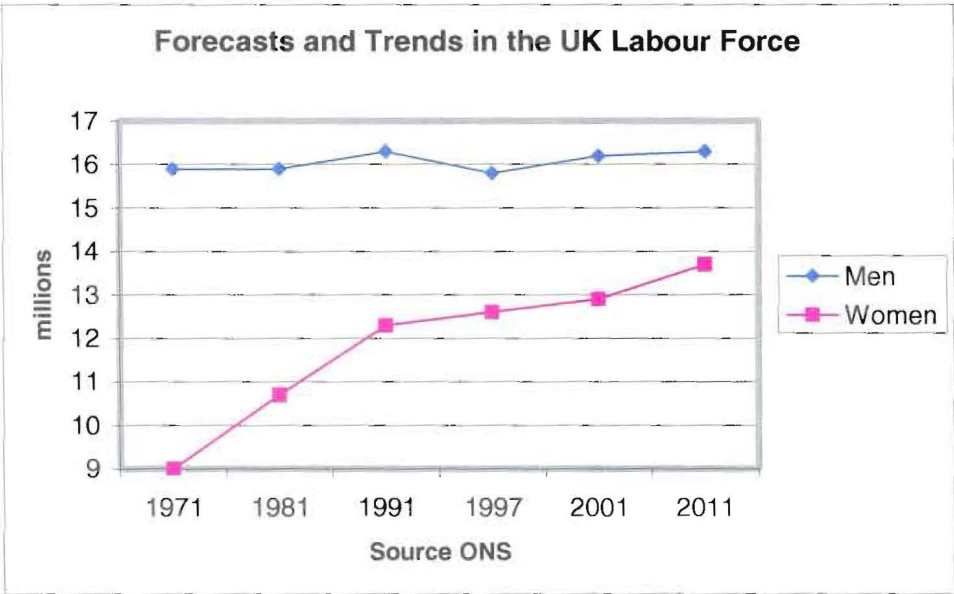
*The management approaches discussed above are exercised in a very particular environment; one that is largely part-time, low paid and dominated by female employees. An understanding of some of the factors driving this situation is an important part of understanding the dynamics of the hospitality sector.*

**2.3 Gender**

Female employment in the UK has grown dramatically since 1984, accounting for almost all the increase in employment (Market Tracking International, 2000). It is suggested that a number of reasons account for this increase:

- Greater availability of service / part-time jobs
- Increase in flexible work patterns
- Increased participation in higher education
- Reduced fertility rates and later child bearing
- Declining marriage, increase in female financial independence.

Figure 2.2 Forecasts and Trends in the UK Labour Force  
(Market Tracking International, 2000)



The wealth of service literature spans a number of perspectives in terms of gender. In its broadest sense the literature concentrates on the need to provide satisfaction to customers to enhance company performance (Zeithaml *et al*, 1990), the possession of soft skills; (Peters & Waterman, 1982), using loyalty to build customer relationships (Reicheld, 1996, Heskett *et al*, 1997) and ensuring the behaviour of employees is aligned such that the performance of the service organisation is successful, (Sutton & Rafaeli, 1998). These broader assessments of the characteristics and behaviours of service employees are taken to a deeper level in a number of works where a particular focus is taken on the role of gendered segregation (Korczynski, 2002).

The service literature highlights the predominance of females in the service sector. Service industries are dominated by female, often part-time employees. In the USA women make up 86% of bank tellers, 67% of counter clerks, 66% of personal service workers and 89% of waiting staff, (Hochschild, 1983, Korczynski, 2002). In a UK example in the hospitality sector, 67.5% of front-line service team-members in the Beefeater and Brewers Fayre pub restaurant business are female, whilst the trend is reversed at management level, where 69% of managers are men.

Korczynski (2002), talks about the need to reinforce the notion of customer sovereignty, with three factors driving to reinforcement of the myth:

- The status of the front-line worker is low
- The customer is in control of the service encounter
- The degree of empathy shown to the customer by the service worker

His critical point here is that these factors are likely to lead to an over-representation of women in these roles. Leidner (1993), describes how the gender is implicit in the design of certain routines and roles especially where a degree of scripting is required in the enactment of that role. Tyler and Taylor (2001), build on Hochschild's work in the airline industry, describing the

natural skills for certain roles, with team-leaders in a featured case in recruitment situations where the vast majority of the agents selected were women, despite the fact that men applied, selectors felt women fitted the roles better.

In addition the skills demonstrated by the female contingent in these roles are often undervalued and seen as natural attributes or gifts rather than skills (Poyton & Lazenby, 1992). This perspective can give rise to limited career opportunities for females occupying these roles, as the attributes (largely emotionally based), are not those commonly that are associated with more senior management positions.

Hochschild (1983), goes further and argues that the job of a female front-line worker is different to that of a male worker in that sexuality is seen as part of their job, especially in the hotel, catering and leisure-related industries.

The final point in this section is related to the economic pressures on management in the service sector to recruit labour from a weak segment of the labour market, that is largely the female, part-time worker. The flexibility demanded by service operations, many of which are now 24 hour per day, 7 days per week with unpredictable peaks and troughs rely on part-time workers being available at short notice at unsociable hours. This demand can often only be met from those potential employees in a weak bargaining position.

*Having gained an insight into the dynamics of the market, the review delves much more deeply into the personal dimension of the service employee. As emotions in the overall service is a major focus of this work, the next two sections build on the insights gained in the work to this point and examine two dimensions of emotions; firstly the work championed by Arlie Hochschild (1983) in the area of Emotional Labour. This is followed by an examination of the literature in the fast growing area of Emotional Intelligence. The examination and operation of these two concepts underpins the major thrust of this study.*

## 2.4 Emotional Labour

The service sector has proved to be the fastest growing area of the economy since the 1980's and predictions are that 90% of all jobs created in the future will be in the service sector (Thompson *et al*, 2000).

The notion of Emotional Labour has become prevalent, as the nature of the economy has changed. The shift from traditional physical and technical work to a more service-based economy has brought with it a set of new rules for work, requiring employees to give of themselves to complete their part of the service encounter.

This profound move toward a service-based economy has spawned increasing interest in the nature of these jobs and particularly the emotional content of these roles. In many companies almost the only product produced is the behaviour of its employees (Dobni *et al*, 1997).

The seminal work in this area is that of Arlie Hochschild (1983), whose book *The Managed Heart*, examined the role of emotions in the workplace and especially in two service sectors in particular, quite diverse in their nature, flight attendants and debt collectors. This focus on the service sector is somewhat of a theme through the literature on Emotional Labour, clearly the service sector being an obvious arena with the display of emotions featuring so strongly as part of the product.

Morris and Feldman, (1996), define Emotional Labour as the effort, planning and control needed to express organisationally desired emotion during interpersonal transactions, embedded in an interactionist model of emotions, (Goleman, 1995), describing four elements to the construct:

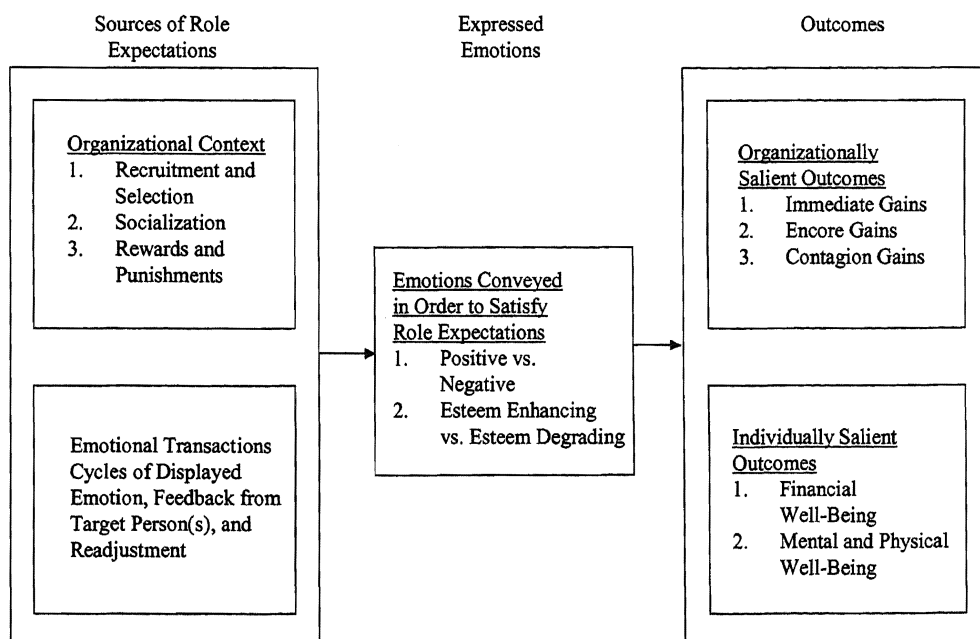
- Individuals make sense of emotions through their understanding of the social environment in which these emotions are experienced

- Even where there is congruence between the individual's felt emotion and the organisation's desired emotions, there will still be some degree of effort (or labour), required in expressing emotions
- Expression of emotion that was once privately determined, has now become a marketplace commodity
- There are standards and rules that dictate how and when emotions should be expressed

Rafaeli and Sutton have conducted a number of excellent studies investigating the expression of emotion as part of work roles and build well on the work of Hochschild. They articulate how the expression of emotion differs in various roles, the displays of friendliness and good cheer are expected in an array of service occupations, (Rafaeli & Sutton, 1987), contrasting with the role of bill collectors who are paid to convey hostility (Hochschild, 1983).

Rafaeli & Sutton (1987), build on this perspective in presenting a framework to help describe the causes, qualities and consequences of emotions that are expressed to fulfil role expectations.

Figure 2.3 Model of Role Expectations, Expressed Emotions and Outcomes  
(Rafaeli & Sutton, 1987)





In his later review Rafaeli (1989), reviewed the work himself and Sutton had completed on sales clerks particularly examining clerk behaviour (wearing a organisational uniform and emotional expression), gender and organisational setting. The gender work in particular had an expectation relating to the argument that men tend to display non-verbal cues related to power and authority and women typically display more warmth and liking cues. Whilst the results illustrate that both male and female clerks displayed the complete range of emotions, the analysis did confirm that the mean display of positive emotions was higher among female clerks than among male clerks. This expression of differing weight of emotions between males and females is again picked up in the work of Dr Reuven Bar-On, (2000) in his extensive research into Emotional Intelligence, which will be picked up later in this review.

The work of Rafaeli and Sutton was featured in studies by Pugh (2001), in which he focussed on employee's displayed emotions, on antecedents of displayed emotions and on how the display of emotions by employees can influence customer judgements of service quality. He coupled this with the notion of employee positive affect and how this related to the number of transactions that were being carried out at any given time. The research was based in the retail-banking sector. As expected he found transaction busyness was negatively related to displayed emotions, a point further reinforced in the research by Rafaeli and Sutton (1990), in their study of convenience stores. The individual characteristic of emotional expressiveness was positively associated with displayed emotions of employees, which could have implications for the selection of people for roles where significant Emotional Labour is required. This emotional expressiveness is important in considering the contagious nature of emotions. Hatfield *et al* (1994), describe this as primitive emotional contagion and show how people tend automatically to mimic or synchronize with the facial expressions, vocal expressions, postures and movements of those around them.

Even Charles Dickens felt the need to sparkle in the sight of others, "The undersigned," he wrote "is in his usual brilliant condition, even when he was

weighed down with misery and disappointment.” “Cheer up,” he told one correspondent, “for the sake of those around you”. (Ackroyd P, The Times, 2002, pp 1)

Clearly emotions play an increasing role in work situations, it would seem none more so than those that involve exposure to customers in the service interaction. The awareness of emotions in these situations would seem to present opportunity for service quality developments.

There are varying views of the impact of Emotional Labour, ranging from the description of stress related conditions as described by Hochschild particularly in surface acting situations, through to further research which suggests Emotional Labour can be healthy or unhealthy for workers, depending on how it is performed (Kruml M, Geddes D, 2000).

Brotheridge (2002), examines the key components of the Emotional Labour research by Hochschild and seeks to measure the presence and impact of Emotional Labour from the two perspectives of job-focused and employee focussed Emotional Labour using an Emotional Labour Scale approach. This is explored from the viewpoint of surface acting and deep acting, the terms defined by Hochschild (1983). Brotheridge found in her work that the use of surface-level Emotional Labour, or faking, predicted depersonalisation beyond the work demands. In contrast, perceiving the demand to display positive emotions and using deep level regulation were associated with a heightened sense of personal accomplishment, suggesting positive benefits to this aspect of work. The job focussed Emotional Labour analysis suggested a difference in the emotional work demands in certain types of occupations, those of human service work being the highest, followed by service workers and then clerical and physical workers. In terms of employee focussed Emotional Labour, the work suggested that human service workers were more inclined to authenticity with their clients / patients, where retail service workers might be more inclined to fake their expressions through surface acting.

In much of the literature a very broad approach is taken in terms of definition of roles, from Hochschild's work on flight attendants and debt collectors to Rafaeli and Sutton's studies on bank tellers and shop assistants to name but a few.

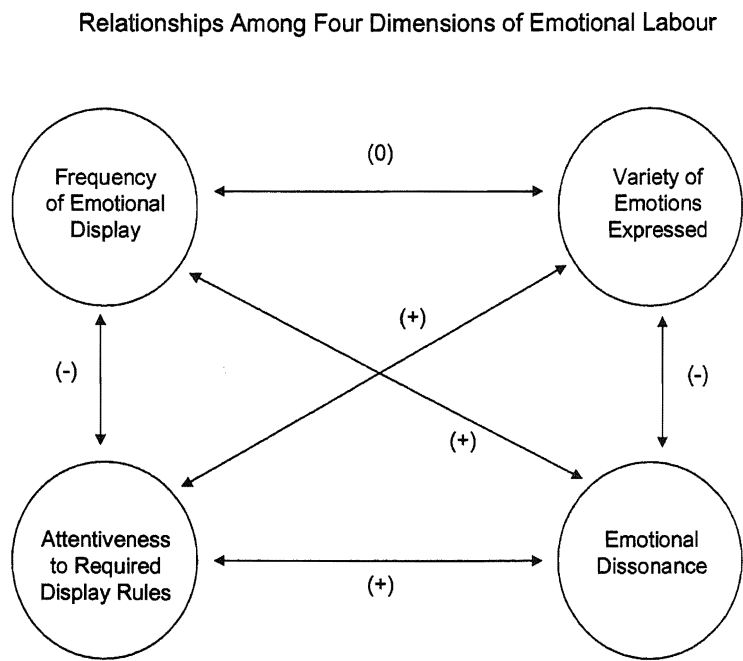
What is lacking in the literature is research into the particular emotional response *within* these roles, and there seems to be great scope in trying to understand what individual emotional make-up makes a good nurse who genuinely wants the patient to get well, the flight attendant who actually does want the passenger to have an enjoyable trip or even the debt collector who really feels that the client deserves to be put under some sort of threat to repay debts. This challenge raises the prospect that surface acting could be to some extent the result of bad fit to role and that if it were possible to identify the most appropriate emotional competencies, then employees could engage in deep acting more readily which might avoid the issues of emotional dissonance and stress and lead to the sense of accomplishment that Brotheridge describes. In this argument there is an assumption built in that might need to be tested, does deep acting lead to any better perceived service for the customer versus surface acting? It would intuitively feel like a genuine and authentic approach and would have a result that was superior to the customer, but the Disney Experience described on page 23 would lead one to challenge this assumption.

Bryman, (1999), describes the way Disney exemplifies Emotional Labour in its theme parks; employees being controlled through scripted interactions and delivering the behaviour that the theme park visitors *expect* in the employees. Van Maanen and Kunda (1989) describe the remarkable acceptance among Disney staff of the emotional requirements of the job, albeit the stringent selection processes described on page 22 must contribute to this level of acceptance.

The literature describes these behaviours as display rules, these rules specifying the range intensity, duration and object of emotions that are expected to be experienced, or at least felt (Mann, 1997, Morris & Feldman,

1996, Brotheridge, C & Lee, T 1998). Morris & Feldman describe the relationships between these four dimensions in the model below:

Figure 2.4 Relationships Among Four Dimensions of Emotional Labour  
(Morris & Feldman, 1996)



Conversely service organisations are intolerant of expressions of the wrong emotions (Lashley, 2002), such as displays of temper, frustration or anger. In her investigation of flight attendants, Hochschild (1983) explored the concept of Emotional Labour and the requirement of acting out these service roles as a result of the expectations that exist concerning the appropriate emotional reactions of individuals in these service encounters, which gave rise to surface acting and deep acting. Such demands can create stress and employee detachment (Hochschild, 1983) for those employed in these roles. Industry studies have shown that the high customer contact personnel in restaurants suffer high degrees of job-related stress (Nyquist *et al*, 1985) although much can depend on how such roles relate to individual identity (Ashforth & Humphrey, 1993), and indeed can enhance well being. The implications of these views challenges the historical perspective that emotions are legitimate in the domestic environment, but are seen as disruptive in the workplace (Mann, 1997). Hayes and Kleiner (2001), debate the human cost of

Emotional Labour and how workers cope with the costs of Emotional Labour in three ways:

- The worker engages wholeheartedly with the job, this inability to define the job as acting can lead to emotional deadness (Hochschild, 1983), and burnout.
- More experienced workers evolving a stance of healthy estrangement, these workers clearly separating self from role, differentiating between deep and surface acting of their own, or when it is for company show.
- The worker becomes detached from acting altogether, this may result when the company tries to speed up productivity (eg, number of passengers per flight), and the worker removes their Emotional Labour. This can result in the worker being seen as a poor performer.

However, MacDonald and Sirianni, (1996), conducted research on a wider base of occupations than those that have traditionally been the focus of Emotional Labour research, and whilst re-enforcing the findings of Hochschild (1983); in that women are significantly more likely to be employed in jobs requiring Emotional Labour than men, they found a negative answer to the question are workers who perform emotional labour more likely than other workers to report emotional exhaustion?. They cite two possible reasons for these outcomes that challenge some of the case studies on Emotional Labour, firstly that this is a much broader range of jobs than have hitherto been included in Emotional Labour research, and secondly, that other variables such as employee satisfaction have been introduced into the analysis.

The definition of roles and the concomitant emotional requirements can drive a diverse perspective in terms of the role of emotions in service settings; consider the process of *enhancing* the customer's status in the role of flight attendant compared to *deflating* the customer's status as a bill collector (Hochschild, 1983). Turnbull (1999) reflects on the emotional impact of corporate change programmes on middle managers.

In their study of labour force bureaux in the US, Liljander and Strandvik (1996) explored the emotional impact on the customer of the service interaction and drew the distinction between service quality as being a measure against a pre-determined standard and satisfaction as being an effective dimension that could not be accounted for. The study concluded that negative emotions in the customer (user of the bureaux) had a stronger impact on intention to re-visit/re-purchase than did the positive emotions.

Inevitably, the increasing interest in this area of employee well-being and the massive increase in the number of service based roles in the economy, has led to an increase in research being conducted in this field, using a variety of measurements of Emotional Labour and its relationship to some of the consequences described above. In a study conducted outside of the more obvious retail service roles, Smith & Gray, (2000) conducted research to investigate how student nurses learnt to care, using Emotional Labour to understand the conduct and process of nurse learning using a questionnaire methodology based on recognition, understanding and interpretation of Emotional Labour. Grayson (1998), used laboratory conditions to play tape-recorded incidents back to students (n=64), gauging reaction to contrasting front-stage and back-stage employee conversations. Brotheridge and Lee (1998) developed an emotional labour scale tested on two groups of respondents (n=296, n=238), based on a 15-item self-report questionnaire.

*The following section of the literature review goes on to look at the readings into Emotional Intelligence which examine more deeply the notion of individual emotional competencies, and how they may act as antecedents to the expression of emotional display in particular workplace situations.*

## **2.5 Emotional Intelligence**

There is a growing literature relating to emotional aspects of organisational life (e.g. Fineman, 2000, pp 101), which characterises organisations as, “emotional arenas to capture the intense activity of lived in emotions in organisational life”. Much of the work on emotions is developed in the

leadership development context. One of the most prominent of these developments of this work of late has been the concept of Emotional Intelligence. It is worth reviewing how some of the leading researchers in this area define Emotional Intelligence.

Bar-On: (2000)

Emotional Intelligence reflects one's ability to deal with daily environment challenges and helps predict one's success in life, including professional and personal pursuits.

Mayer: (1990)

A psychological capacity for making sense of and using emotional information. As individuals we will all have different innate capacities for doing this and we can learn from life how to improve it through effort, practice and experience.

An earlier scientific definition of Emotional Intelligence comes from Martinez: (1977)

An array of non-cognitive skills, capabilities and competences that influence a person's ability to cope with environmental demands and pressures.

Goleman (1995), offers this definition:

Emotional Intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships.

Higgs (2002) argues that some of the key principles of Emotional Intelligence are not new, but rather part of the long line of leadership development. In the table below Higgs illustrates how the key elements of Emotional Intelligence relate to other leadership models and frameworks.

Table 2.4 Emotional Intelligence Leadership Models and Frameworks  
(Higgs, 1995)

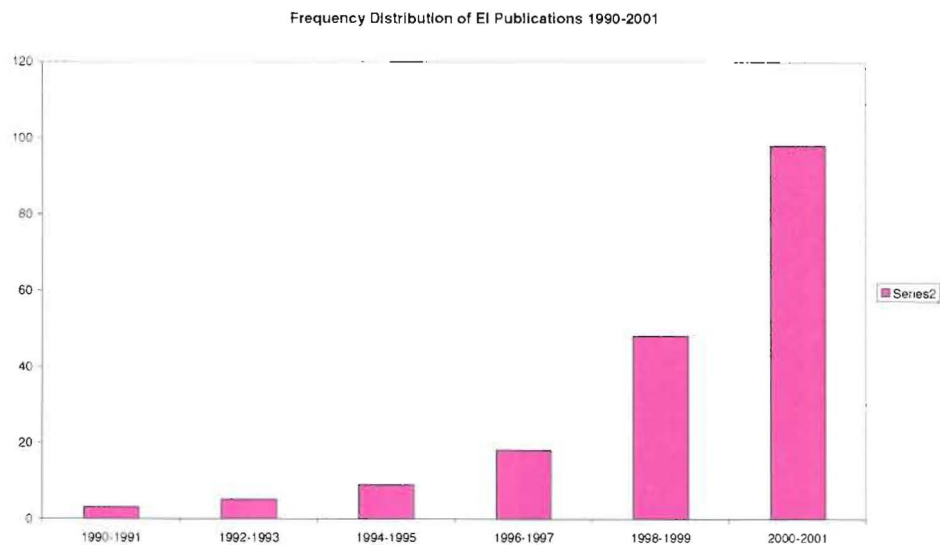
Elements of Emotional Intelligence (from Higgs & Dulewicz, 2000)	Leadership Models and Frameworks					
	Bass (1985) Transitional / Transformational	Alimo-Metcalfe (1995) Leadership Constructs	Goffee & Jones (2000) Four Factors	Kouzes & Posner (1998)	Kotter (1990) – What Leaders Do	Bennis (1985)
Self Awareness		• Self-Awareness	• Reveal differences • Selectively show weaknesses			• Develop Self – Knowledge • Develop Feedback Sources
Emotional Resilience			• Tough empathy	• Challenges processes • Enable others		• Balance change & transition • Learn from adversity
Motivation	• Charismatic Leadership	• Achieving, Determined	• Tough empathy	• Challenge Processes • Model the way	• Motivating and inspiring • Setting directions	• Role model
Interpersonal Sensitivity	• Individual Consideration • Charismatic Leadership • Intellectual Stimulation	• Consideration for the individual • Sensitive Change Management	• Tough empathy • Selectively show weaknesses	• Challenge processes • Inspire shared vision • Enable others • Model the way • Encourage the heart	• Aligning people	• Open style
Influence	• Charismatic leadership • Individual consideration	• Networking	• Reveal differences • Tough empathy	• Inspire shared vision • Enable others	• Aligning people • Motivating and inspiring • Setting direction	• Open style
Intuitiveness	• Intellectual Stimulation	• Decisive, achieving	• Intuition	• Inspire shared vision • Encourage the heart		• Capacity to concentrate • Curious about innovation
Conscientiousness & Integrity	• Individual consideration	• Integrity and openness	• Tough empathy • Reveal differences	• Model the way • Encourage the heart	• Aligning people	• Role model

Emotional Intelligence and related concepts have been in evidence for most of the twentieth century, (Bar-On, Parker, 2000), and began as a study within academic psychology (Mayer, 2001), but in recent years a real pace has gathered around this subject, dramatically escalated by the publication of Goleman (1995). The appeal in this area seems to lie in two possible areas. One is the increasing shift from a technical based economy to a much more service orientated situation and the need for business in general to find the next great competitive advantage.

The proliferation of literature on Emotional Intelligence seems to be based on a number of factors, increased personal importance attributed to emotional management in modern society and the claims that Emotional Intelligence, has made claim to determining real-life outcomes that go beyond the general level of intellectual ability. (Matthews, Zeidner, and Roberts, 2002).



Figure 2.5 Frequency Distribution of Emotional Intelligence Publications  
1990-2001  
(Matthews et al, 2002)



2.5.1 The History of Emotional Intelligence

Emotional Intelligence and related concepts have been in evidence for most of the twentieth century, (Bar-On R, Parker DA, 2000), and began as a study within academic psychology (Mayer, 2001).

Table 2.5 History of Emotional Intelligence  
(Bar-On & Parker, 2000)

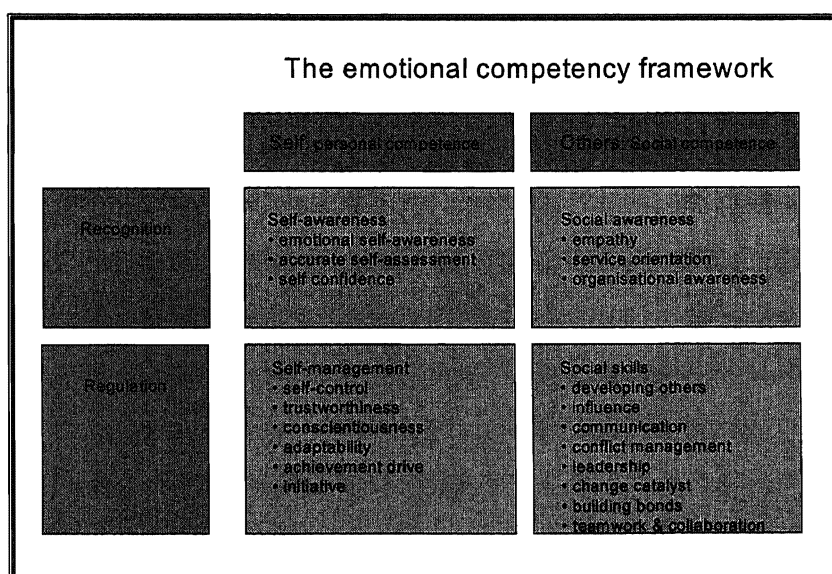
1920: Thorndike	social intelligence
1935: Doll	social competence
1940: Wechsler	nonintellective intelligence
1948: Leeper	emotional thought
1966: Leuner	emotional intelligence
1973: Sifneos	alexithymia (cognitive-affective deficits)
1983: Gardner	personal intelligences
1983: Sternberg	practical intelligence
1985: Bar-On	EQ
1989: Saarni	emotional competency
1990: Salovey & Mayer	emotional intelligence
1994: Bagby & Taylor	TAS (Toronto Alexithymia Scale)
1995: Goleman	Emotional Intelligence

Over and above the appeal to individuals described above, there has been an explosion of books describing the benefits for the business community that is trying to gain the optimum performance from its employees in faster changing times. The increasing shift from a technical based economy to a much more service orientated situation and the need for business in general to find that next great competitive advantage. The increasing pace of change is causing companies to re-think their approaches to their own, often diminishing workforces. Ryback (1998, pp 2), describes the “exhilarating acceleration of change in business, the revolution from objects to information, from industrial age to electronic age, from the prevalence of machines to the priority of knowledge.” Cultures are changing and seeking to involve, empower and tap into the capability of the entire body of employees.

The subject area addresses two key notions that have practical appeal to many that might help us solve at least one aspect of human problems, namely, the conflict between what one feels and what one thinks, the second is that it offers the opportunity that, people without much academic ability might still be successful in life, (Mayer *et al*, 2001). In the same article, Mayer plots the emergence of the Emotional Intelligence concept over the course of the twentieth century; in the seventy years from 1900 intelligence and emotions were seen as separate narrow fields. In the next twenty years the field of *cognition and affect* emerged to examine how emotions interacted with thoughts. In the four-year period in the early 1990's Mayer and Salovey published a series of articles on Emotional Intelligence, whilst at the same time foundations of Emotional Intelligence were developed in the field of brain science. This was followed by the publication mentioned above of the popular book Emotional Intelligence by science journalist, Daniel Goleman, most recent refinements have looked at measurement of the concept, which will be discussed later in this section.

The components of the various models do vary somewhat, in their description; Goleman's (1995) model is illustrated below.

Table 2.6 The Emotional Competency Framework  
(Goleman, 1995)



### 2.5.2 The Business Case

An increasing number of writers are seeking to make a business case for Emotional Intelligence approaches, Cherniss and Alder (2000, pp 1) cite amongst others the case of the Tylenol Crisis in 1982 (in which an unknown criminal poisoned pain relief capsules with Cyanide, killing 7 people in Chicago), as demonstrating how “hallmarks of emotional intelligence were in abundant supply” in handling the situation. Stein & Book (2000, pp 30) relates the story of a retiring police chief in a large American city who had taken a fragmented and demoralized force and succeeded in uniting them into a very successful unit. Researchers expected his success to be down to being bright and how he had managed his budgets; in fact his success was attributed to “explicitly connecting to his emotional intelligence, even though he might not have recognised the term.”

This notion of emotionally intelligent leadership is taken further in the book *Primal Leadership*, (Goleman, Boyatzis, McKee, 2002), in which the concept of emotional leadership is described as a primal sense. The emotional task of being a leader is articulated as being primal in two senses. It being both the original and the most important act of leadership.

Despite this huge interest in the concept of Emotional Intelligence, there remain doubts about the quality of science of emotional intelligence (Matthews, *et al*, 2002), and the challenge of distinguishing Emotional Intelligence from intelligence, personality, and emotion itself. Hedlund and Sternberg, (2000), raise similar concerns describing the two opposing views that have emerged out of the literature. One, that Emotional Intelligence covers almost everything related to success that is not measured by IQ, whereas the opposing argument for a more restrictive view of Emotional Intelligence as the ability to perceive and understand emotional information.

### **2.5.3 Emotional Intelligence in Education**

Despite these doubts, Emotional Intelligence has found a broad audience both in the commercial world, and in the arena of education and medicine. Elias, Hunter and Kress (2001, pp 136), introduce the benefits of Emotional Intelligence in education, describing EI as having, “an indelible place in education”. In the education field this has tended to develop under the heading of emotional literacy, (Steiner, 1997, Goleman, 1995, 1998), building up a case for the development of emotional management skills in children.

### **2.5.4 Measuring Emotional Intelligence**

The debate tends to widen in the area of measuring Emotional Intelligence, and that “many of the conceptualisations of these non-traditional intelligences exceed the boundaries of a reasonable definition of intelligence” (Hedlund, Sternberg, 2000, pp 146). Further questions are asked by Fineman (2000, pp 112), saying “emotional intelligence has become what the populizers have wanted it to become - a commodifiable emotional funnel, profitable to sell, which promises a fast route to organizational success”.

In 1990 the first scale designed to measure Emotional Intelligence was reported in a scientific journal, proposed by Mayer, Di Paolo and Salovey, since then there has been an increasing use of these measures (a selection of which are listed in Table 2.5 overleaf) often appearing as non-scientific self-report scales appearing in newspapers, (Mayer, Caruso, Salovey, 2000). Notwithstanding the more populist measures of Emotional Intelligence, well researched ability tests have emerged, using a number of scales of Emotional Intelligence, generally distinguished by the way Emotional Intelligence is defined and the measurement approach they employ. Some authors accept the problems with content validity, particularly in regard to incremental validity, (Mayer, *et al*, 2000), where self-report scales of Emotional Intelligence have a degree of overlap with already existing personality scales.

A fuller review of the key Emotional Intelligence and personality tests appears below.

Table 2.7 Review of Emotional Intelligence and Personality Tests  
(Bar-On & Parker, 2000)

Ability	Self-Report		Informant
<i>Multifactor Emotional Intelligence Scale (MEIS) (Mayer, Salovey, &amp; Caruso, 1997/1999)</i>	<i>BarOn EQ-i (Bar-On, 1997)</i>	<i>EQ-Map (Cooper, 1996/1997)</i>	<i>Emotional Competence Inventory (ECI) (Boyatzis, Goleman, &amp; Hay/McBer, 1999)</i>
<i>Emotional Perception</i>	<i>Intrapersonal</i>	<i>Current Environment</i>	<i>Self-Awareness</i>
Identifying emotions in faces, emotions in designs, emotions in music, emotions in stories	Emotional self-awareness, assertiveness, self-regard, self-actualization, independence	Life pressures, life satisfactions  <i>Emotional Literacy</i>	Emotional self-awareness, accurate self-assessment, self-confidence
<i>Emotional Facilitation</i>	<i>Interpersonal</i>	Emotional self-awareness, emotional expression, emotional awareness of others	<i>Social Awareness</i>
Translating feelings (Synesthesia), Using emotions to make judgments (Feeling Biases)	Empathy, interpersonal relationship, social responsibility	<i>EQ Competencies</i>	Empathy, organizational awareness, service orientation
<i>Emotional Understanding</i>	<i>Stress Management</i>	Intentionality, creativity, resilience, interpersonal connections, constructive discontent	<i>Self-Management</i>
	Problem solving, reality testing, flexibility		Self-control, trustworthiness, conscientiousness, adaptability, achievement orientation, initiative
	<i>Adaptability</i>	<i>EQ Values &amp; Attitudes</i>	
Defining emotions, complex emotional blends, emotional transitions, emotional perspectives	Stress tolerance, impulse control  <i>(General Mood)</i>	Outlook, compassion, intuition, trust radius, personal power, integrated self	<i>Social Skills</i>
<i>Emotional Management</i>	Happiness, optimism	<i>EQ Outcomes</i>	Developing others, leadership, influence, communication, change catalyst, conflict management, building bonds, teamwork
Managing own emotions, managing other's emotions		General health, quality of life, relationship quotient, optimal performance	

Many of the above have emerged from some of the pioneers of Emotional Intelligence, for example, Reuven Bar-On has been developing his approach since the early 1990's and it is now translated into twenty-two different

languages and has been subject to many tests of validity and reliability. (Bar-On, 2000).

Emotional Intelligence approaches have now found their way into many organisations, some of which were mentioned earlier. In terms of this research, there has been little or no empirical evidence of its use in the hospitality sector, however, a number of retail companies in the UK have started to look at the concept. In his study of Tesco managers, Slaski (2001), reported improvements in levels of morale and quality of work life and marginally lower stress levels, six months after the completion of an Emotional Intelligence programme; this was in a climate of significant change where the control group had actually declined in these areas of measurement.

In an initiative designed to improve the service quality levels in its call centres, BT used the Emotional Intelligence approach to appraise, train and re-deploy its customer service operators. The reported results suggest an increase in major account satisfaction on service quality of 36%. (Brown R, 2001)

## **2.6 Chapter Summary**

This chapter has focussed on the three main areas under review in this study, the concept of Emotional Labour, the literature around Emotional Intelligence and insights into the writing around service quality particularly in how it relates to the nature of service delivery.

In an increasingly service orientated world, the demands on the service providers are getting increasingly more challenging. The changing lifestyles of the population in general are fuelling a fast growing market leisure and eating-out market, a real attraction for existing and new operators in the field. However, this is leading to much greater choice in the market and in consequence an ever more sophisticated customer. Operators have taken various routes to capitalising on the change in lifestyle and the concomitant response in product and brand development, indeed one of the most striking features of the development in the UK market over the past twenty years has

been the entry of large-scale branded chains into the market, a trend more akin to the US market than that in our near neighbours in Europe. The challenge operators constantly face is how to make their particular offering distinctive, in a market that is very transparent in its nature. The review has examined some insights into the role of mechanistics versus personality in the product delivery models employed in the sector. Furthermore the review has sought to examine some of the approaches adopted in the internal development of culture and the critical role of gender in the workforce in this sector.

The second area of review has examined the role of Emotional Labour in the service sector and the implications of high exposure service roles on the individuals in these roles, including the differing opinions expressed in the literature on the possible impacts on the individual in attempting to put on a good show.

The final area of the review introduced the concept of Emotional Intelligence and the measurements that have been developed in the field. There are clearly divisions in the literature on the validity of the concept itself and the measures that accompany it, but equally there are some interesting learnings from the application of the concept in various fields such as education. Interestingly whilst there has been a rapid increase in the number of writings in this area over the past few years, there is little or no work in the field of service delivery, one that seems ripe for research given the emotional context in which this sector conducts its day-to-day transactions.

This study will build on these three areas through a mixed methodology approach to understand and integrate the concepts described in this chapter.

The first area of study will be to measure the performance of the outlet manager in a number of key areas, examining the emotional dimension of their inputs. This section uses the concepts of Emotional Intelligence as a key variable in the examination of three items of performance, team satisfaction,



customer satisfaction and financial profit growth. The instrument that has been chosen to measure Emotional Intelligence is the Bar-On Eqi.

The second area of study builds on the model for management, but will become much more specific in investigating the impact of service at the sharp end with front-line service workers. Building on the work of Hochschild, (1983), and Grandey, (2003), the relationship between Emotional Labour and service quality as evidenced through the dimension of affective delivery. The study will then go on to examine the relationships between Emotional Labour and Emotional Intelligence and builds on research carried out by Brotheridge, (1998), using MSCEIT, (Mayer, Salovey, & Caruso, 2000; 141 items).

The third stage examines the relationship between Emotional Intelligence and service quality and affective delivery will be examined to establish the predictive potential in the Bar-On Eqi and service quality delivery.

The final section examines the relationship of the wider service experience from an emotional perspective, what Dube and Menon (2000) call consumption emotions in the context of extended service transactions.

# CHAPTER THREE

## PERSPECTIVES ON EMOTIONS IN SERVICE ORGANISATIONS AND HYPOTHESIS DEVELOPMENT

### 3.1 Introduction

The delivery of superior customer service is the output of a number of critical interactions at all levels of the organisation. Levitt (1972) argues that there are no such things as service industries; there are only industries whose service components are greater or less than those of other industries. The industry under examination in this study is the pub restaurant sector, where the service component is very high and the contributing factors to the delivery of service are varied.

Zhang Dos Santos, (2000), summarises the work of Lehtinen and Lehtinen (1991) and Gronroos (1982, 1984), illustrating the major dimensions of service quality in the table below:

#### *Two-dimension Quality Approach (Lehtinen and Lehtinen, 1991)*

Process quality	Customer's judgement during the service production process.
Output quality	Customer's judgement of the result of a service production process.

#### *Three-dimension Quality Approach A (Lehtinen and Lehtinen, 1991)*

Physical quality	The physical elements of service, including physical product and physical support. (from the environment)
Interactive quality	The interaction between the customer and interactive elements, including interactive persons and interaction equipment. (interaction between personnel and customers)
Corporate quality	The dimension of quality developing during the history of service organisation. (company image)

### *Three-dimension Quality Approach B (Gronroos, 1982 1984)*

Functional quality	The service process, how the service is provided.
Technical quality	The outcome of the service encounter, what is received by the customer.
Corporate image	The result of how consumers perceive the firm.

This study will examine the antecedents to those dimensions outlined above that particularly relate to the nature of human interaction in the service encounter, critically taking a view through the emotional lens. This study is not about job satisfaction or the effects of job stress, but rather the feelings people display in the service encounter, and what it may be in the emotional make-up of those delivering that service that might pre-dispose them to delivering superior service experiences in their personal interactions with the customer. However, the study will not consider the emotional dimension purely from the human service perspective, it will also consider those points in the table above around the physical quality, functional quality as well as the human interactions and investigate the emotional impact of these factors on the customer.

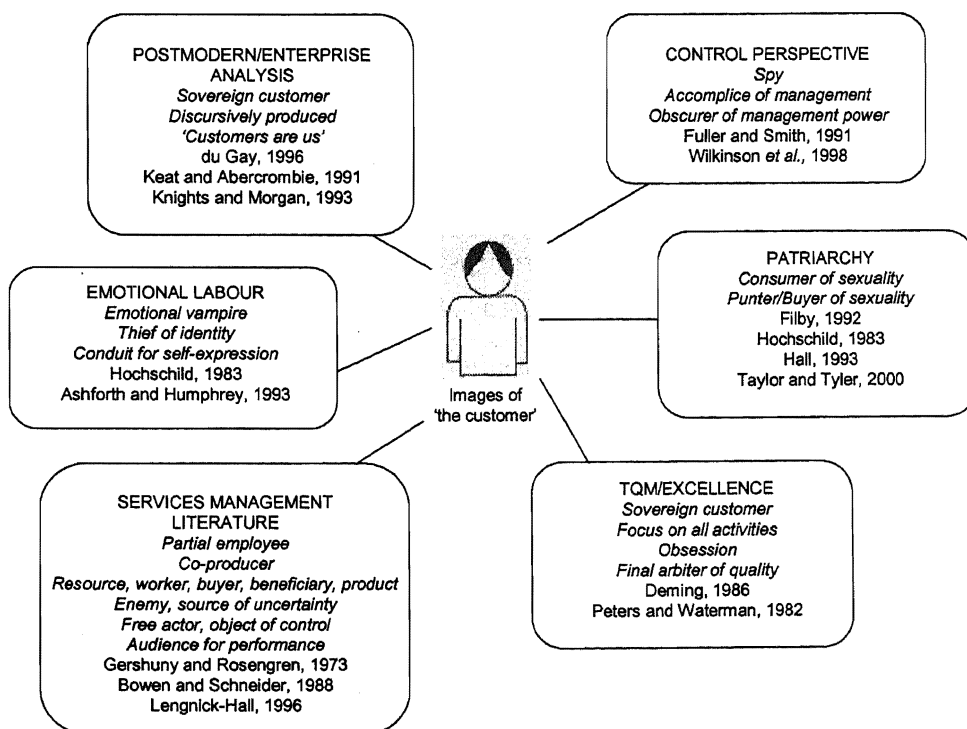
The table above illustrates the complexity of the overall service experience, but even in the context of this study, focussing around the human interaction of service delivery, complex organisation rules are established; display rules as Hochschild (1983), calls them. These display rules are an important part of the repertoire of service delivery, helping the service organisation choreograph the show enabling employees to perform for the customer audience, (Grandey, 2003). These display rules can act as key marketing tools for the service organisation, often encouraging the target customers to enforce them by making public claims, for example Rafaeli & Sutton, (1989), illustrate the pledge given by the Food and Liquor Store in Hayward, California posting the following sign above the cash register that informs customers:

## *We Guarantee To Give You:*

- *A Friendly Greeting*
- *A Cheerful Smile*
- *A Register Receipt*

The previous Chapter gave an overview of the service literature, illustrating that there is no one-way of viewing service, much depends on the perspective of the writer demonstrating that notions of service quality are influenced by perceptions of expectations by customers, economics, efficiency and not least the role of the individual actors in the service transaction. Rosenthal, Peccei & Hill (2001) gave an informative overview of the range of academic analysis focussed around images of the customer.

Figure 3.1 Images of the Customer in Academic Analysis of Organisation  
(Rosenthal, Peccei & Hill, 2001)



This study will take a perspective from the emotional standpoint. The study will map a course through the wider service environment, initially focussing on

the role of management in the service environment, examining how management's emotional competence is reflected in key measures of outlet performance. The study will then move on to examine the role of Emotional Labour in the service transaction then building an additional dimension introducing the potential link with emotional competency as expressed through the Emotional Intelligence literature. The final stage takes the emotional perspective of the customer and how they see all attributes of the service experience in that regard.

### **3.2 Emotional Intelligence and Management Performance**

The literature has sought to demonstrate that a link exists between the emotional competency of an individual and the performance in a given work role of that person. (Cherniss, C & Goleman, D, 2001, Caruso, D, R & Wolfe, C, J, 2001, Orme, G, 2001, Stein, S & Book, H, 2000); albeit the claims made in these texts for the predictive powers of Emotional Intelligence instruments are challenged in some quarters, (Matthews *et al*, 2002). The natures of these relationships are many and varied, some claiming to identify the star performers in the organisation, (Stein & Book, 2000).

This section of the study examines the relationships with key management outputs in the sample group of outlets in the hospitality sector.

Bar-on (1997), maintains that Emotional Intelligence can predict occupational success in that it helps workers cope with environmental demands and pressures. This section of the study will explore in some detail those relationships in terms of the relationship of General Manager and their performance in the areas of team satisfaction, customer satisfaction and growth in profit in their individual outlets.

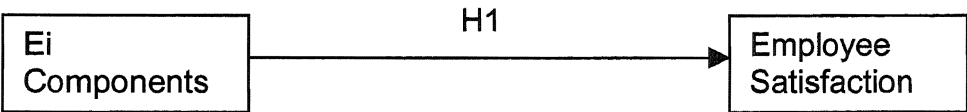
#### **3.2.1 Emotional Intelligence and Team Satisfaction**

The nature of the industry under examination in this study would suggest that the high levels of human contact, with large teams of people in disparate

locations, working for often short shifts, would expose the impact that internal relationships might have on the well-being and satisfaction of that team. The importance of great managers, (Buckingham & Coffman, 1999), creating the right conditions for employees is critical in this kind of environment. Fischer, (2000), suggested that satisfied employees are more likely to have positive moods and emotions while at work.

The literature on Emotional Intelligence widely suggests the potential of improved leadership and teamwork skills, (Cherniss & Goleman, 2001, Orme, 2001, Stein & Book, 2000, Weisinger 1998, Ryback, 1998, Bar-On, 2000). Thus, I predict the following:

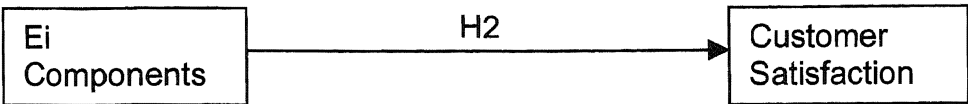
*Hypothesis 1. Managerial Emotional Intelligence is positively related to employee satisfaction*



**3.2.2 Emotional Intelligence and Service Quality**

Whilst it is difficult to find any specific literature looking at the role of Emotional Intelligence in service focused environments, there is some evidence of researchers and organisations starting to look for a relationship in this area. Clearly, the potential for predicting an array of service outcomes based on a set of emotional competencies has appeal to service orientated organisations. Brown, (2001), reports increases of 36% in customer satisfaction when BT placed Emotional Intelligence and competencies, at the heart of its strategy, in its customer service delivery operations at its call centres. Such research is often based on the summary feedback, a part of customer satisfaction surveys which form a regular part of service measurement in such organisations and can represent limitations in terms of analytical quality. However, if the outcomes of the BT study are the result of adopting an approach to customer satisfaction based on Emotional Intelligence, I predict:

*Hypothesis 2. Managerial Emotional Intelligence is positively related to customer satisfaction*



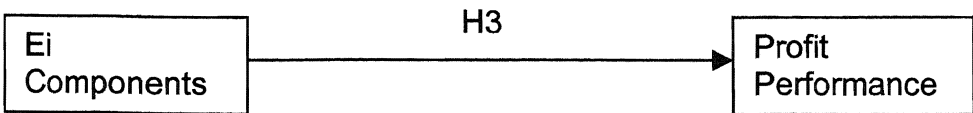
**3.2.3 Emotional Intelligence and Financial Profit Performance**

The manager of the restaurant outlet needs to direct the performance of the team in delivering a good experience for the customers. This performance is composed of the efficient operation of the key steps of production, and the process of service delivery, (Zeithaml *et al*, 1990). The complex interactions that take place throughout this performance have a direct impact on the customer experience. Zeithaml *et al*, explain service quality as basically *intangible*, based on the fact they are performances rather than objects, *heterogeneous* varying from producer to producer, customer to customer, and day to day, and *inseparable*, in the respect that quality occurs within the service delivery, usually in the interaction between the provider and the customer.

Given the nature of this complex structure, the manager needs to place heavy emphasis on the service quality delivery to give him loyalty and return visits by the customer. Heskett *et al*, (1997) describe this as The Service Profit Management Chain.

Under the stewardship of an effective manager, able to use his/her emotional skills, the equation described above ought to result in more financially successful businesses, I therefore predict:

*Hypothesis 3. Managerial Emotional Intelligence is positively related to profit performance*



### **3.3 Emotional Labour, Emotional Intelligence and Front-line Employees**

Research has shown that positive affective displays in service situations and interactions, things such as smiling and taking a friendly approach with customers, are positively associated with important service outcomes, (Grandey, 2003), and intention to recommend an outlet to others, (Zeithaml *et al*, 1996).

The literature review on pages 33-40 reviews the relationship of Emotional Labour and service.

Hochschild, (1983), described the effect of Emotional Labour, particularly on service based employees as coming under two broad headings, those that were making efforts to appear authentic (deep acting), and those intentionally faking (surface acting). Grandey, (2003), introduces the concept of a dramaturgical perspective on service encounters which seeks to measure the efforts of service employees as well as their performances. The dramaturgical perspective positions service encounters as performances directed by the organisation, using lighting, furnishing and music to set up the environment and the servers performing for the customer audience often using scripts to deliver the performance.

#### **3.3.1 Emotional Intelligence and Surface Acting**

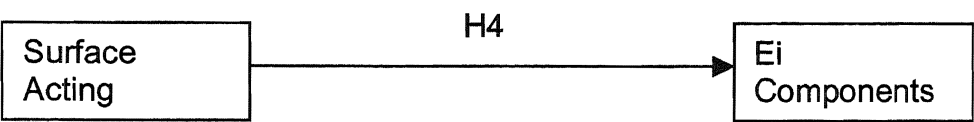
Surface acting is a term coined by Hochschild, (1983), to describe the simulation of emotions to conform to a set of organisational display rules. Mann, (1997), describes surface acting as conforming to display rules by simulating emotions that are not felt. This leads to a sense of emotional dissonance (Brotheridge & Lee), which might be expected to have a negative relationship with Emotional Intelligence.

In the context of best-fit for the job role, there is potential to investigate any relationship between Emotional Intelligence and Emotional Labour, in this case surface acting as a specific dimension of Emotional Labour. In the



restaurant sector featured in this study, front-line servers are required to create an emotional connection with the customer; indeed this is part of the product. Stein & Book, (2000), report the results of research work carried out by Multi-Health Systems in North America indicating a best-fit of emotional competencies and service job roles. Given the role of Emotional Labour surface acting in the literature on service-based roles, I would predict:

*Hypothesis 4. Interpersonal and Intrapersonal Emotional Intelligence skills are negatively related to surface acting*



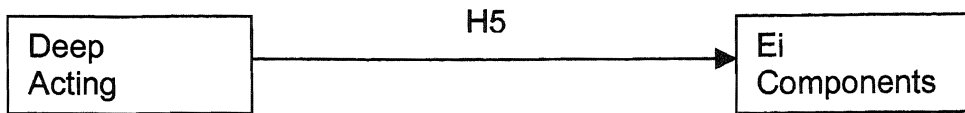
**3.3.2 Emotional Intelligence and Deep Acting**

Deep acting, or faking in good faith, (Rafaeli & Sutton, 1987), reflects the intention of the service provider to seem authentic to the audience, for example a service employee might attempt to put themselves in the place of the customer in a complaining situation, to try and feel the problem the customer is experiencing.

Grandey, (2003), reported that deep acting is positively related to the rating of affective delivery to customers. Clearly there are opportunities for service employers to consider recruitment techniques and training interventions that might encourage the identification of deep acting as a means of delivering a more genuine type of service. In terms of job-role fit, again it is worthy of some investigation in order to understand if individuals are predisposed to deep acting through their own emotional make-up, and hence establishes a relationship between Emotional Intelligence and deep acting.

Again the work of Stein & Book, (2000), report the results of research work carried out by Multi-Health Systems in North America indicating a best-fit of emotional competencies and service job roles. Given the role of Emotional Labour deep acting in the literature on service-based roles, I would predict:

*Hypothesis 5. Interpersonal and Intrapersonal Emotional Intelligence skills are positively related to deep acting*



### **3.3.3 Positive Affective Display and Surface Acting**

Grandey, (2003), examined the area of Emotional Labour and surface, (and deep acting) in her study of 131 university administrative assistants, a role classed as a high emotional labour job, (Hochschild, 1983). Working with Brotheridge & Lee, (1998), Grandey used an Emotional Labour scale to measure the existence of deep and surface acting in the study group. In this study, Grandey reported a lower rating of affective delivery where surface acting was present, suggesting that the customer could spot the service employee acting in bad faith (Rafaeli & Sutton, 1987). Ashforth & Tomiuk, (2000), summarise their research in this particular field in a similar vein, where deep inauthenticity fostering surface inauthenticity and the reverse in the case of deep acting and authentic display.

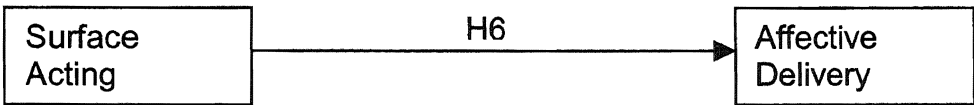
In earlier work on Emotional Labour and Burnout, (2002), Grandey & Brotheridge reported in their findings that those involved in surface acting Emotional Labour predicted detachment and depersonalisation beyond the work demands, further supported by Kruml & Geddes, (2000) and Ashforth & Tomiuk, (2000) Fineman, (2000, pp 19), provides a graphic illustration of what he calls emotional engineering quoting an employee under pressure to maintain a happy display:

*"Some days I just can't do it. There's only so much you can smile and put on a phoney smile. Sometimes I'm actually too tired or bored or pissed off at the world to pretend I am happy, but my jobs require that I pretend that I am happy all the time"*

This group also broke character, more often than deep actors, revealing negative affective states to the public, related to the effects of emotional exhaustion.

If this implication is carried forward into the group in this study, there are serious consequences for employers if surface acting is prevalent in their population and would surely have implications on service quality, hence I predict:

*Hypothesis 6. Surface acting is negatively related to ratings of affective delivery*



**3.3.4 Positive Affective Display and Deep Acting**

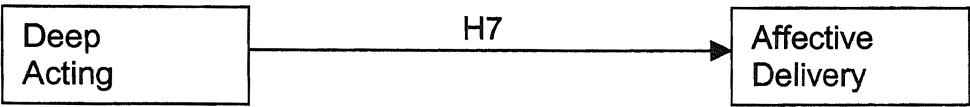
Hochschild highlighted the need for employers to seek workers who would be sincere and had a depth that went beyond a smile that was just painted on. These findings were most recently underlined by Grandey (2003) demonstrating the positive affect that is created in customers where deep acting is present in the server.

There was also evidence of intrinsic employee benefits in deep acting through reduced emotional dissonance and positive feedback from customers, seeming to restore the employees emotional resources, in a way that surface acting does not. Kruml & Geddes, (2000) and Ashforth & Tomiuk, (2000), report similar results with deep acting resulting in less emotional exhaustion. This confirms the earlier work by Grandey & Brotheridge (2002), discussed above. In terms of deep acting Emotional Labour, they reported a heightened sense of personal accomplishment.

The implications of this finding is of interest to employers with a high level of human service in the product offer, and presents opportunities for positive training interventions.

This is a key area of opportunity in this study, with the potential of improving positive affective delivery thus enhancing customer perceptions of service quality delivery through the development of deep acting among its employees. I predict:

*Hypothesis 7. Deep acting is positively related to ratings of affective delivery*



**3.4 Emotional Intelligence and Service Quality Delivery**

There is little research in the literature relating Emotional Intelligence and the delivery of service quality and positive affective display. A good fit of employee to role would have the potential to deliver the outputs of the service organisation in a more predictable way. If the role of the server is heavily dependent on creating positive affect and igniting emotions with the customer in a positive way, the idea that a certain set of emotional competencies may play a role in defining a better person-job fit would hold some merit. Furthermore if such a relationship were positively established, it would provide a platform for future development of training interventions.

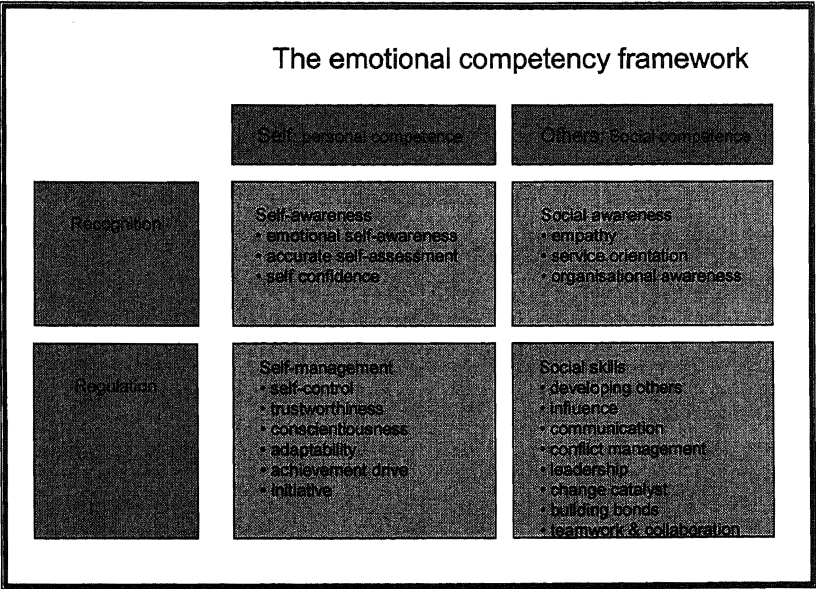
**3.4.1 Emotional Intelligence and Positive Affective Display**

There is evidence in the literature of a relationship between Emotional Labour, particularly deep acting and positive affect delivery, (Grandey, 2003). There is less research in the area that might establish a similar relationship between Emotional Intelligence and the delivery of positive affect. Cherniss & Goleman, (2001), describe how particular emotional competencies can aid workers in two associated fields, salespersons and human service workers,

salespersons needing to possess the social awareness of empathy and service orientation and human service workers ought to possess the competency of influencing and developing others, seen as critical to success in those positions.

Some of the scales used in the measurement of Emotional Intelligence would suggest there is potential to explore the relationship between these item scales and the delivery of positive effect in service encounters. Indeed Goleman, (2001), describes service orientation as a social competency in the emotional competency framework, illustrated below:

Table 3.1 The Emotional Competency Framework  
(Goleman, 2001)

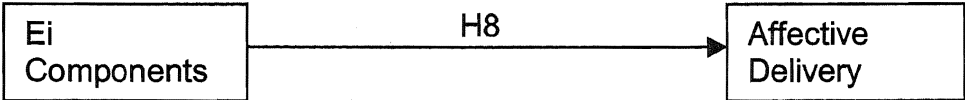


Stein & Book, (2000), report the results of research completed by Multi-Health Systems of North America who used Eqi test results of 4888 participants, this took the Emotional Intelligence competency scores, (using the Bar-On Eqi tool, Bar-On, 1997) of these individuals along with a self-rater mechanism on how well individuals thought they performed their particular jobs, to come up with a recipe for success in a range of occupations, three of the more service-orientated roles are detailed below. The authors do urge caution on reading these results, accepting the nature of the self-rating success measure.

General Sales (n=524)	Retail Sales Clerks (n=109)	Customer Service Representatives (n=72)
1. Self-Actualisation	1. Self-Actualisation	1. Stress Tolerance
2. Assertiveness	2. Assertiveness	2. Assertiveness
3. Happiness	3. Happiness	3. Happiness
4. Optimism	4. Emotional Self-Awareness	4. Interpersonal Skills
5. Self-Regard	5. Interpersonal Relationships	5. Self-Actualisation

These findings would suggest a relationship between Emotional Intelligence and the effective performance of service roles, and particularly positive affect. Hence I predict:

*Hypothesis 8. Particular emotional competencies are positively related to delivery of positive emotional response in customers.*



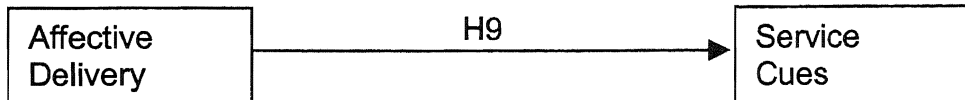
### 3.5 The Emotional Response of the Customer to the Service Transaction

Much of the literature dealing with the measurement of service quality tends to focus on the performance of the service provider and the gap between service delivery and expectation, probably the most widely recognised and used being SERVQUAL (Zeithaml *et al*, 1990). The theory of consumption emotions explores service delivery at the fundamental emotional level, seeking to gain understanding of the emotional responses (eg delight, anger, pleasure, etc). Whilst there is a rich tradition of research examining emotional responses to advertising there is very little that has explored customer’s emotional response to services (Price, Arnould & Deibler, 1994).

This study will examine the customer response to a range of service interactions that are both interactive (i.e. with server) and passive. Working from a base that the customer experience is a combination of process quality and output quality (Lehtinen & Lehtinen, 1991), physical quality, interactive

quality and corporate quality (Lehtinen & Lehtinen, 1991), functional quality, technical quality and corporate image (Gronroos 1982, 1984), it is expected that the customer will have an emotional response to this range of constructs. Thus I predict:

*Hypothesis 9. There will be a positive relationship between the emotional expression of the customer and a range of service cues.*



### **3.5.1 Emotional Intelligence in Servers and Customer Responses**

The literature is rich in works examining the role of motivation in the labour process, and creating a sense of loyalty and positive attitude in the workforce that is then mirrored to the customer (Peters & Waterman, 1982, Zeithaml *et al* 1990, Heskett *et al*, 1997, Rosenthal *et al*, 2001). Employers in this sector are very aware of the need to generate this link in overall loyalty and make bold statements about the value of their employees in the success of the organisation, however, the reality of the labour market in this sector paints a very different picture as discussed earlier in detail in this study, perhaps Drucker (1992, pp 100) gave the best summary of the apparent contradictions in this field: *All organisations now say routinely, "People are our greatest asset. Yet few practise what they preach, let alone truly believe it. Most still believe, though perhaps not consciously, what nineteenth century employers believed: people need us more than we need them. But, in fact, organisations have to market membership as much as they market products and services - perhaps more. They have to attract people, hold people, recognise and reward people, and serve and satisfy people".*

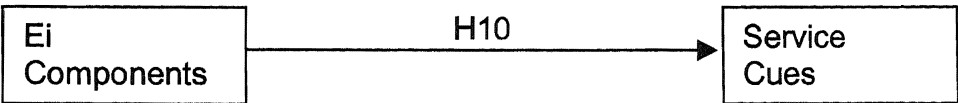
This is particularly the case in a sector that has so much of its product delivery invested in its people, Pine and Gilmore (1999, pp 140-141), using theatrical metaphors to bring to life the notion of the customer experience and profess that "success relies on picking the right people to play the parts" with "people

taking on roles, but acting out characters”, a demanding aim in this particular labour market. Within such a challenging labour market, there is clearly a great deal that employers could do in providing adequate rewards and conditions for its employees, but in the context of this study there is potentially also something deeper in the emotional well-being and abilities of employees that employers can and must tap in to, to help create the service expectations of the increasingly sophisticated customer.

Cherniss and Goleman (2001), develop the thinking on an emotional theme in organisations employing human service workers suggesting that strong Social Awareness is required, where Empathy is given and service orientation takes precedence over organisational awareness.

In bringing together the increasing demand of customers for experiences in service settings and the potential for front-line service employees to display their own particular emotion competence in creating that experience, I predict:

*Hypothesis 10. The emotional competencies of the server will be positively related to the positive emotional expression of customers in regard to a range of service cues.*



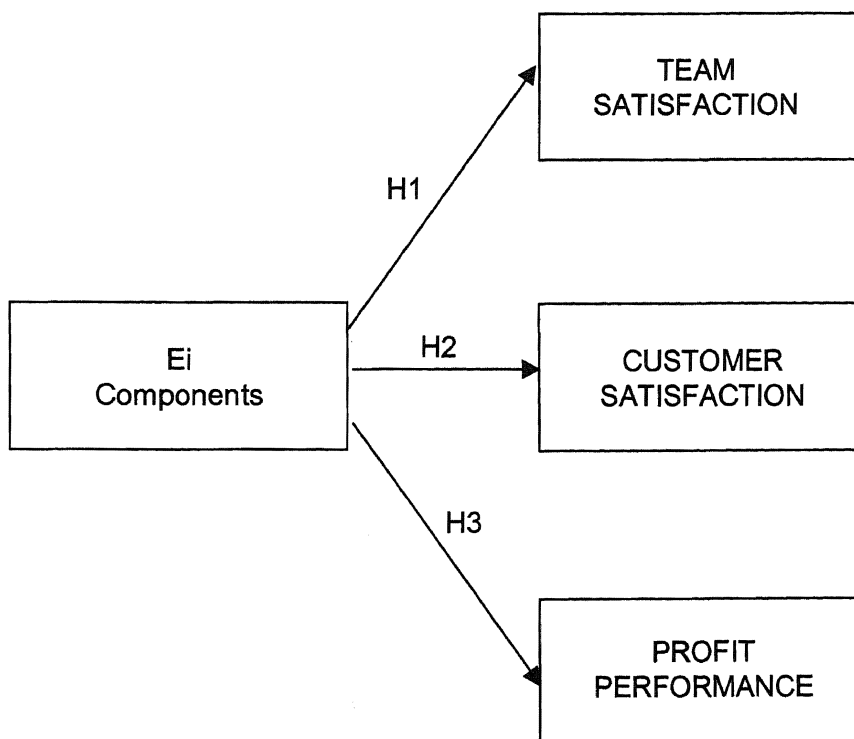


### 3.6 Hypothesis Summary

#### 3.6.1 Hypothesis Summary for Restaurant Managers

Hypothesis	Description
1.	<i>Managerial Emotional Intelligence is positively related to employee satisfaction</i>
2.	<i>Managerial Emotional Intelligence is positively related to customer satisfaction</i>
3.	<i>Managerial Emotional Intelligence is positively related to profit performance</i>

Figure 3.2 A Research Model for Restaurant Managers



The model above brings together the hypotheses that have been constructed throughout this section in a diagrammatic form. This illustration covers the hypotheses that particularly focus around the role of management in the service environment.

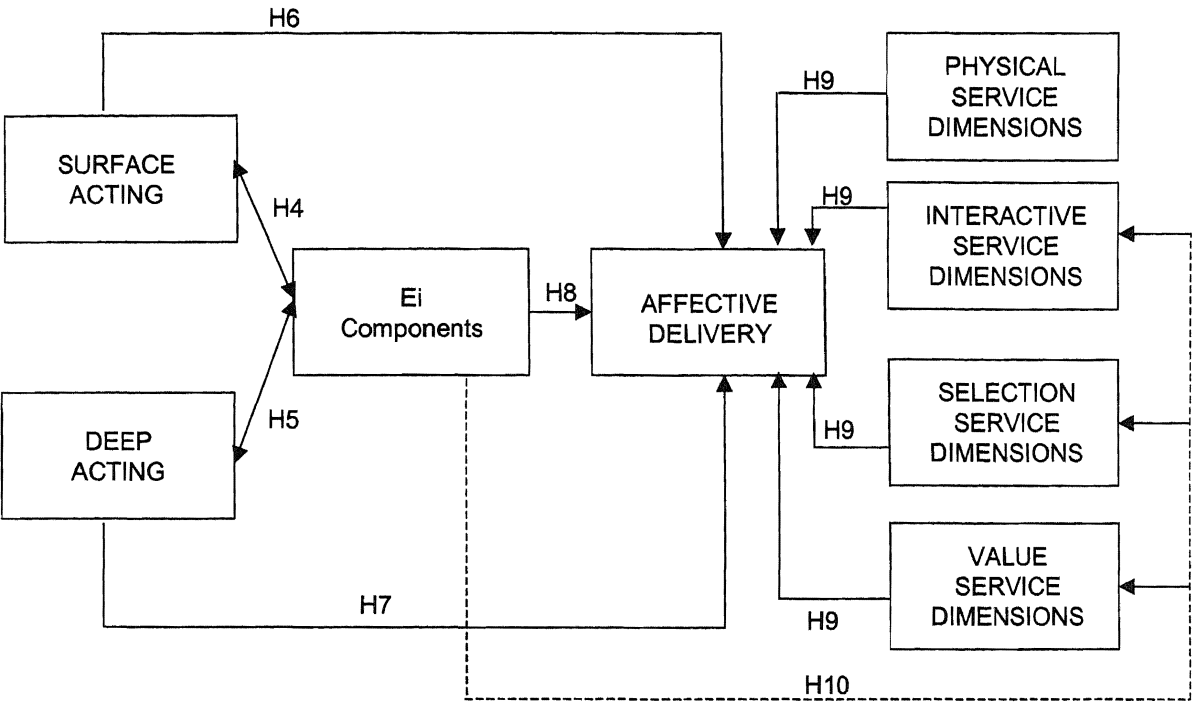
Central to this set of hypotheses is the notion of Emotional Intelligence, as measured by the Bar-On Eqi (Emotional Quotient Inventory). The relationship of gender and age are explored with regard to Eqi ratings.

This is then followed by a series of hypotheses that examine the relationship of Eqi to a range of key performance outputs. This range of performance outputs are specific to the outlet under the manager's control and hence are relevant in relationship to the Eqi rating of individual outlet managers.

### 3.6.2 Hypothesis Summary for Front-Line Service Workers and Customers

Hypothesis	Description
4.	<i>Interpersonal and Intrapersonal Emotional Intelligence skills are negatively related to surface acting</i>
5.	<i>Interpersonal and Intrapersonal Emotional Intelligence skills are positively related to deep acting</i>
6.	<i>Surface acting is negatively related to ratings of affective delivery</i>
7.	<i>Deep acting is positively related to ratings of affective delivery</i>
8.	<i>Particular emotional competencies are positively related to delivery of positive emotional response in customers.</i>
9.	<i>There will be a positive relationship between the emotional expression of the customer and a range of service cues.</i>
10.	<i>The emotional competencies of the server will be positively related to the positive emotional expression of customers in regard to a range of service cues.</i>

Figure 3.3 A Research Model for Front-Line Service Workers and Customers



The model above brings together in diagrammatic form the range of hypotheses constructed throughout this section, particularly focused on front-line servers and customers.

There are two central constructs in this model, the role of Emotional Labour in the service environment, measured here by the Brotheridge & Lee Emotional Labour Scale (2002). The second is the influence of Emotional Intelligence on the service encounter, in this research measured by the Bar-On Eqi. These two constructs are explored in relationship to each other.

The roles of gender and age are explored through the model, examining their relationship to Emotional Labour and the delivery of service.

The concept of Emotional Labour is explored to understand to what extent it relates to service delivery. This is then extended to explore the relationship of Emotional Intelligence (as measured by the Bar-On Eqi) is related to customer experience.

Finally the emotional expression of the customers themselves is explored in relation to a range of service stimuli.

The two models above will be used as a road-map through the subsequent stages of this study, and will be presented in the Chapter covering the conclusions to research, demonstrating how they support and inform future thinking in this area.

# CHAPTER FOUR

## METHODOLOGY

### 4.1 Introduction

This research investigated the role of emotions in three key groups in the service encounter, that is, the outlet manager, the server team and the customer. In order to achieve the research objectives, two phases of empirical work were undertaken using a mixed methodology approach.

Phase 1 of the study used qualitative approach, using an interview process to achieve the objectives set out in Chapter 1, aimed at providing a basic understanding of the role of emotions in the daily lives of front-line servers. This qualitative work was supported by a short quantitative survey examining employee satisfaction, in this small sample of participants.

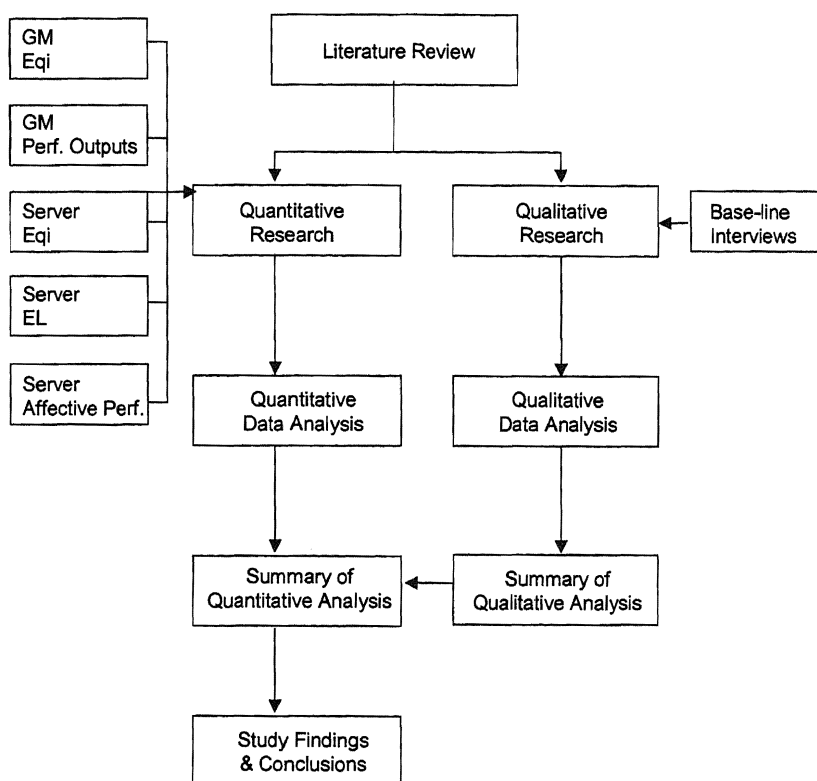
Phase 2 of the study represented the major quantitative stage of this research.

### 4.2 Mixed Methodology Approach

Both quantitative and qualitative methods were used in the research, as they were seen as appropriate in achieving the stated objectives, however, the use of the qualitative method was very limited and only used to set the scene and get a feel for the key issues before moving on to the more substantial quantitative work in the later phases. (Saunders *et al*, 1997).

### 4.2.1 Methodology Summary

### Figure 4.1 Methodology Summary



The diagram above illustrates the high-level methodology adopted in this study. The qualitative arm of the research is driven by the server interviews which will be studied in detail in section 4.3.1 below.

The quantitative arm of the research is by far the most substantial in the study, and is driven by a range of statistical inputs derived from management reporting, questionnaires to general management and staff and questionnaires to customers. This work is covered in more detail in section 4.4.

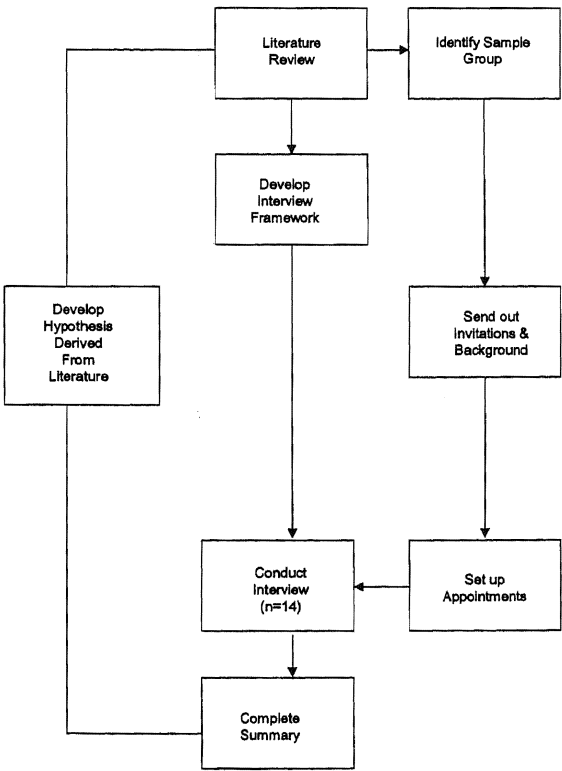
#### 4.2.2 Qualitative Research Design

This initial phase of scene-setting required the perceptions of front-line servers, describing the emotional side to the work they undertook on a regular basis. The purpose of this process pointed more to an unstructured interview,

as the outputs did not necessarily need to be codified, (Fontana & Frey, 1998), for further detailed analysis, however, a framework of questions was constructed to steer the responses, whilst still allowing a great breadth of discussion.

Empirical observations on the real life situations faced by front-line servers was seen as a valuable sense check on the future direction of the research, identifying the real issues that are played out on a day-to-day basis.

Figure 4.2 Qualitative Research Design Study

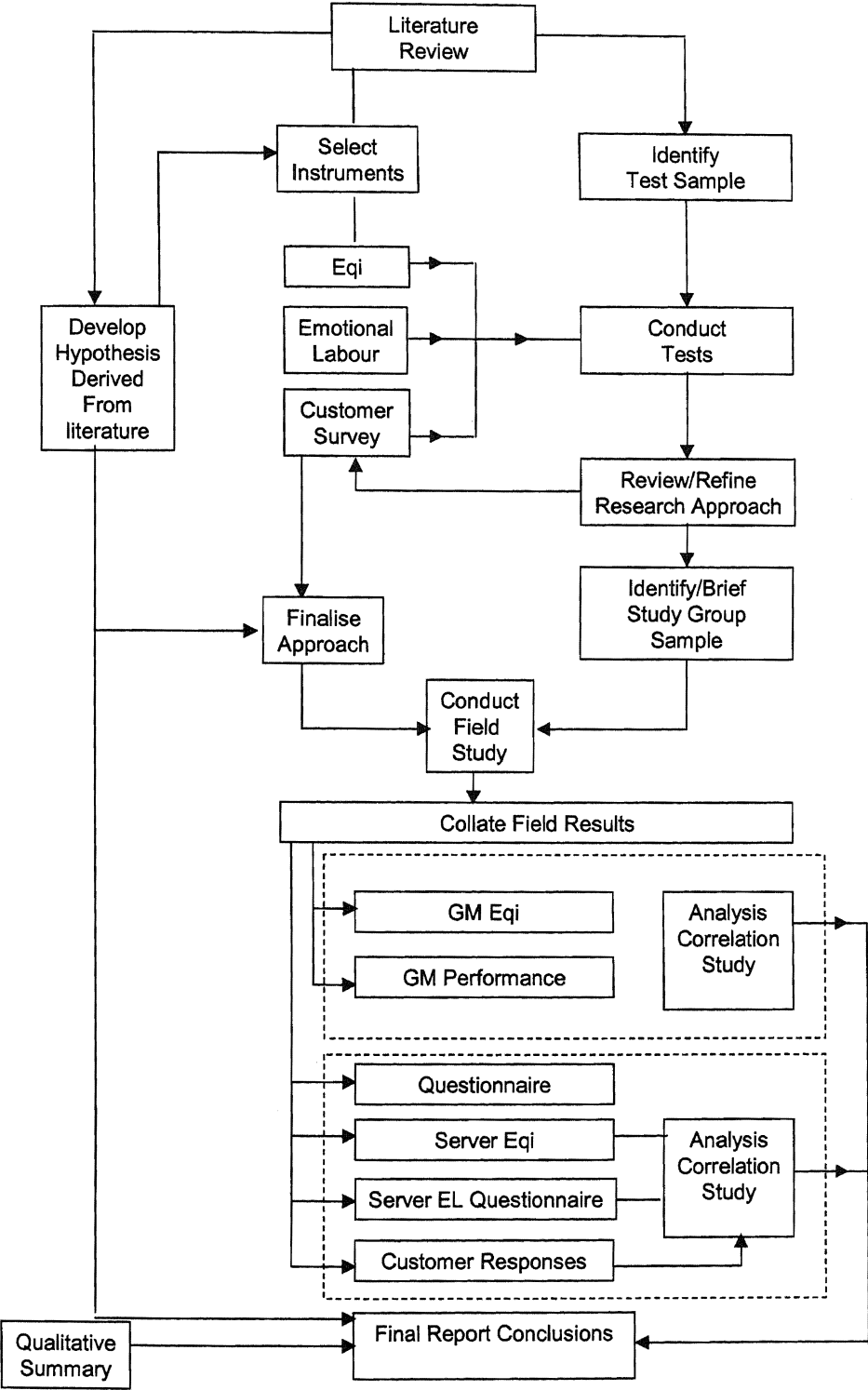


The model above illustrates the key stages of the qualitative research carried out with the server population (n=17).

### 4.2.3 Quantitative Research Design

Quantitative research was used for the bulk of this study. In terms of the areas under study, there are a variety of instruments available, the approach adopted is detailed below:

Figure 4.3 Quantitative Research Design Study



The quantitative phase of the research demanded a more complex structure, as can be seen from the diagram above.



The objectives set out on pages 9 & 10 of this study required the selection of a number of survey measurement instruments in order to obtain the data to conduct the detailed statistical analysis in the study.

One established instrument of emotional competence was selected, the Bar-On Eqi.

One measure of Emotional Labour was selected, the Brotheridge-Lee Emotional Labour Scale.

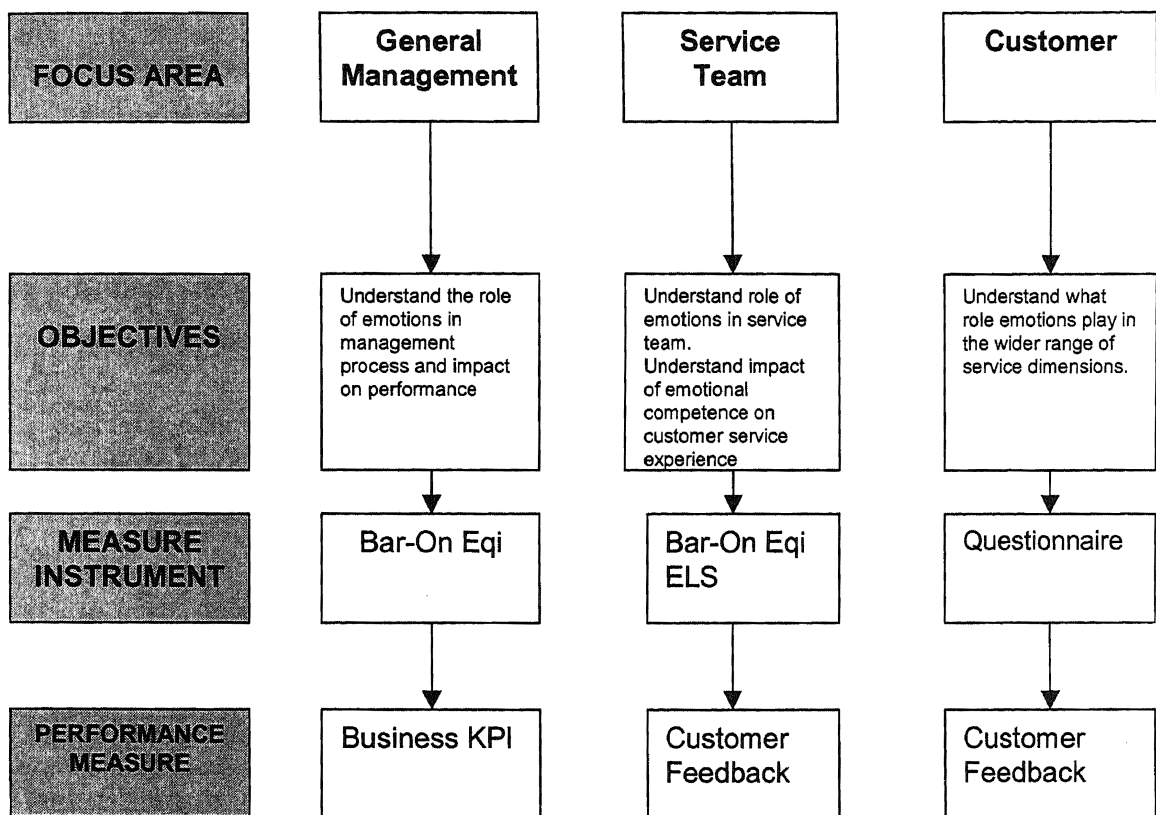
For the customer survey instrument, a proprietary measure of the emotional response of customers was trialled and adapted for the major stage of research. A range of key performance indicators were used to relate General Manager Eqi to performance outputs.

#### **4.2.4 Research Design Model**

This study uses three separate streams of analysis to achieve the objectives outlined in Chapter 1. It was felt that to gain a real understanding of the role of emotions in the service encounter, these three areas needed to feature in the design. Much of the literature looks at the service experience from the customer perspective with a view to bridging the gaps between expectations and delivery (Zeithaml *et al*, 1990).

The focus of this research was to take the emotional dimension of service delivery through the three key stakeholder groups in the service transaction using the design process illustrated in the diagram below.

Figure 4.4 Research Design Model



The diagram above illustrates how the models illustrated in Figures 4.2 and 4.3 are structured in the three key dimensions of this study.

### 4.3 Qualitative Research

This section gives the background to the qualitative research, the results of which are detailed in Chapter Six.

#### 4.3.1 Sample Respondent Profile

Seventeen interviews were conducted in the month of December 2001. These interviews were conducted in three locations across the UK, in Luton, Leicester and Glasgow.

The participants consisted of:

- Service staff working in pub restaurant outlets
- Two males and fifteen females which very broadly represents the gender mix in the service role in that business
- A mix of full-time and part-time employees
- A span of age range from eighteen years of age to fifty-six years of age, which is representative of the age range in these roles
- Length of service also varied from just over two months to twenty-two years.

The table below describes the group in more detail and attaches codification which is used in the research results section in Chapter Six.

Table 4.1 Interview Structure

No	Age	Gender	Code
1	38 yrs	Female	Lu 01
2	54 yrs	Female	Lu 02
3	Not Given	Female	Le 01
4	20 yrs	Female	Le 02
5	18 yrs	Female	G 01
6	20 yrs	Male	Le 03
7	35 yrs	Female	Le 04
8	39 yrs	Female	Le 05
9	23 yrs	Male	Lu 03
10	39 yrs	Female	Lu 04
11	56 yrs	Female	Lu 05
12	Not Given	Female	G 02
13	20 yrs	Female	G 03
14	42 yrs	Female	G 04
15	22 yrs	Female	Lu 06
16	37 yrs	Female	G 05
17	Not Given	Female	Le 06

### **4.3.2 Interview Method**

All participants were volunteers and all interviews were recorded with their consent. *Verbatim* written records of the transcripts were kept for reference. Each interview took around one hour to conduct, using a structured framework, as detailed in Appendix A, however, the conversation was allowed to develop naturally to enhance the richness of the responses.

Following the completion of the interview process, the participants were asked to complete a short questionnaire to help measure their personal satisfaction with their role. This was based on work done by Orme (2001), which was in turn inspired by the work of David Caruso and Sigal Barsade (of Yale School of Management).

## **4.4 Quantitative Research**

This section gives the background to the quantitative research, the results of which are detailed in Chapters Seven, Eight and Nine.

### **4.4.1 Sample Groups**

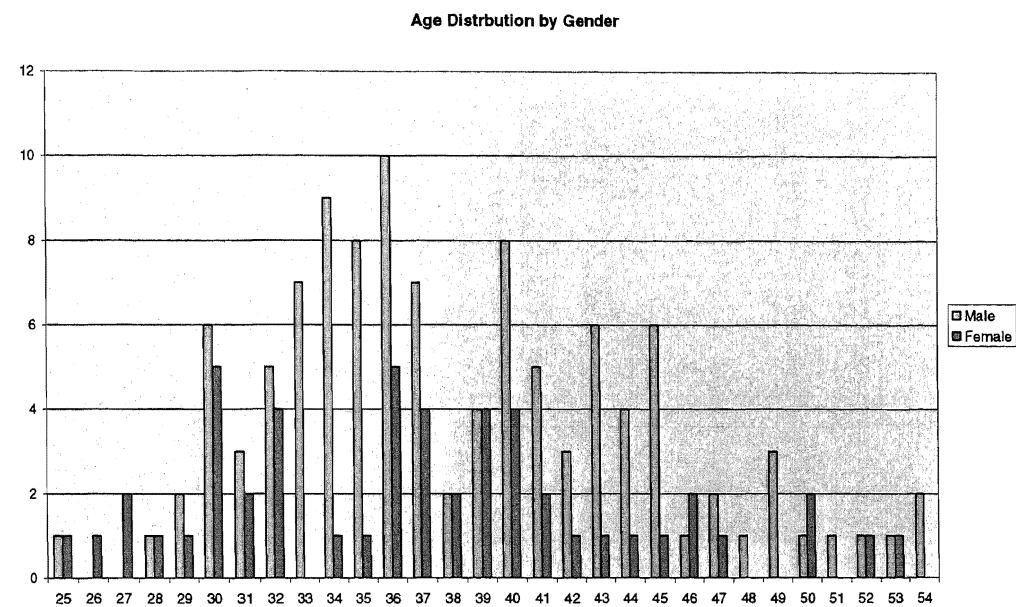
The population sample for the quantitative element of this research is best described under the three headings in the research model in Figure 4.4.

### **4.4.2 General Management**

This phase achieved participation from a large proportion of the General Manager group across the Beefeater group (n=161)

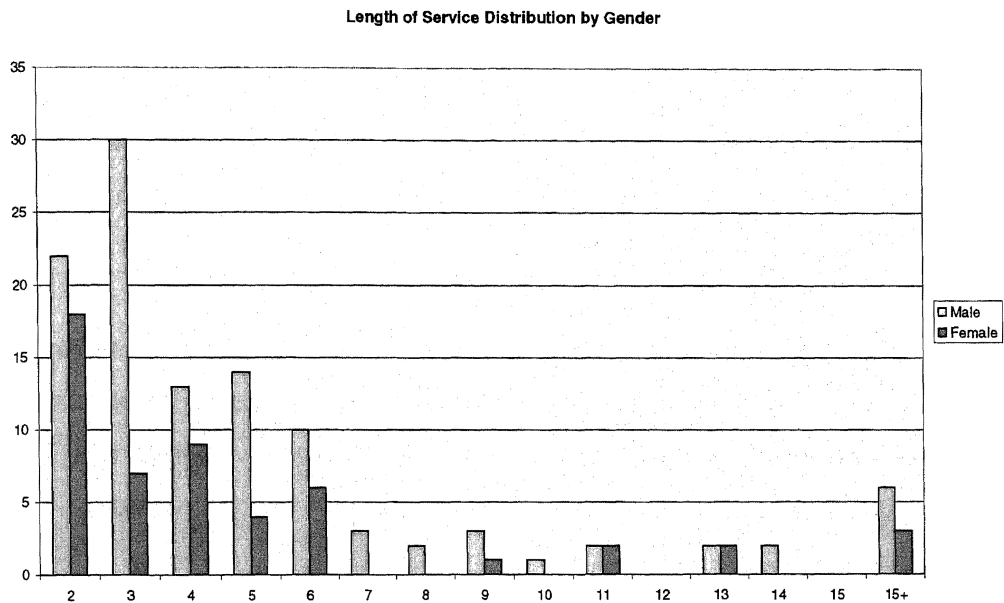
The group consisted of 161 General Managers in the two brands Beefeater and Out & Out, both brands being part of the Whitbread Restaurant Division. The group consisted of 109 Males and 52 females. The age range was from 25 years to 54 years, with an average of 37.9 years, 38.3 years for males and 37.3 years for females.

Figure 4.5 Age Distribution by Gender



All participants had a minimum of 11 months service in the outlet they managed at the time of this research. 89 managers were excluded from the sample as they failed to meet these criteria. This criterion was selected to ensure that the output results in the study were within the scope of the responsibility of the General Manager in charge of the unit. The average length of service for the group was 4.7 years.

Figure 4.6 Length of Service Distribution by Gender



4.4.3 The Service Team

The population sample for the server population was selected from a broad range of outlets across the UK. The sample was essentially two groups. Sample One was used as a pilot to test the customer survey instrument (n=133). Sample Two participated in the full research model using the refined customer survey instrument (n=50).

Sample One consisted of 133 servers employed in the two brands, Beefeater and Out & Out restaurants, both brands being part of the Whitbread Restaurant Division.

The group consisted of 112 females and 21 males, which is broadly representative of the gender mix in this role in these businesses, (the actual mix in the employee population is 88% female to 12% male). The age range was from 17 years to 62 years, with average age 32 years 11 months.

This group were primarily involved in the phase investigating the Eqi and Emotional Labour aspects of the service experience, but did assist in the

administration of the initial customer survey instrument, which is discussed later in this Chapter.

Sample Two were chosen to participate in the second stage of this research, where the refined service quality instrument was extended to a full-scale level with the customer. A new group was selected to avoid survey fatigue from both servers and customers.

In this second stage, seven outlets, situated cross the UK, were invited to participate in the research work. Ultimately fifty servers completed the Eqi, ELS and derived sufficient customer feedback to enable a statistically valid piece of analysis to be undertaken.

The sample group consisted of fifty servers drawn from seven outlets, all in the Beefeater group. The group consisted of 43 females and 7 males with an age range of 17 years to 59 years. The comparative age and gender distribution of the two groups described above are illustrated in the two charts below.

Figure 4.7 Age Distribution in Sample 1 & Sample 2

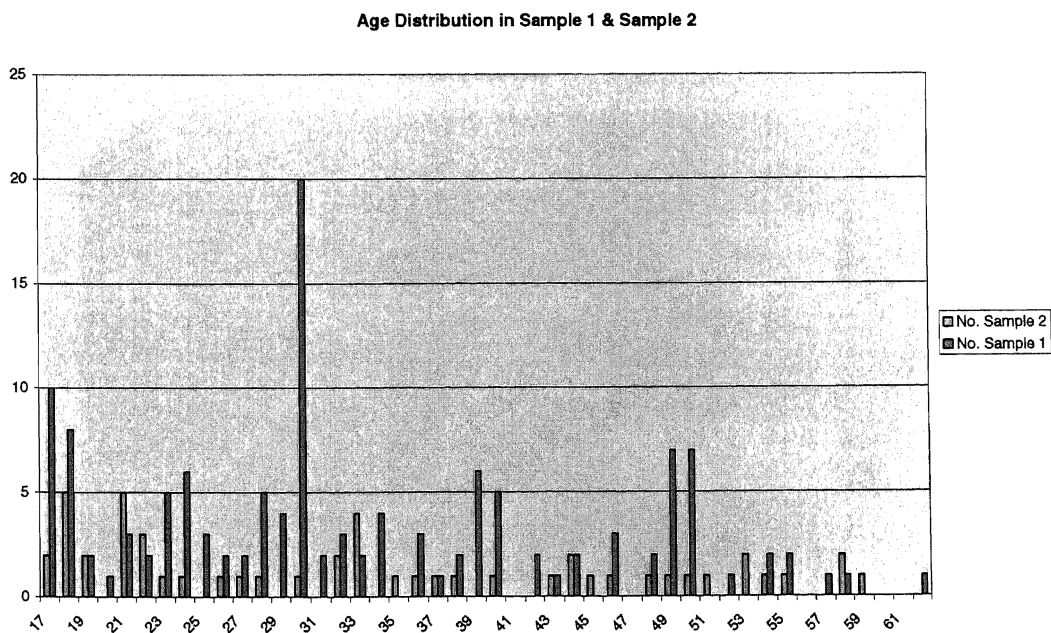
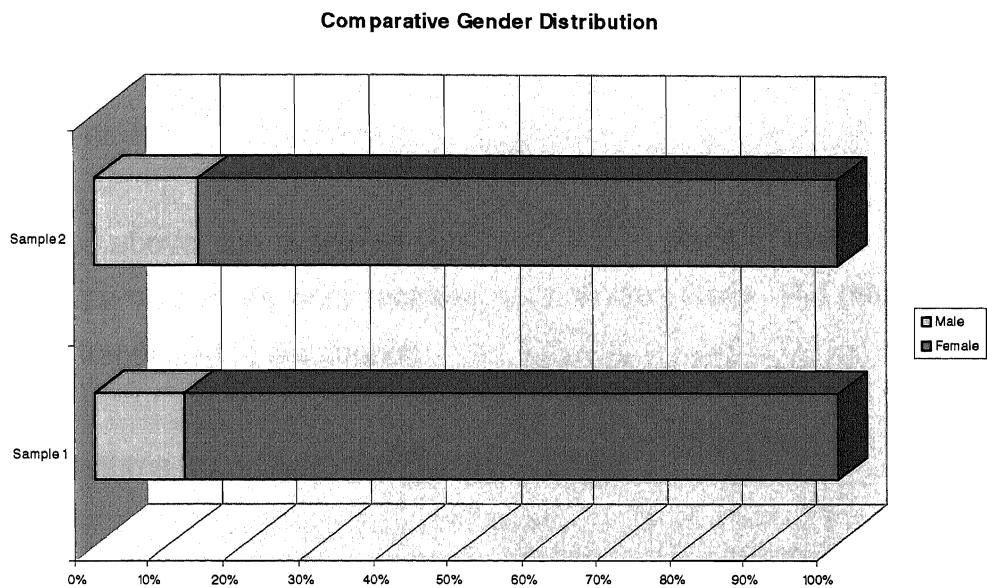
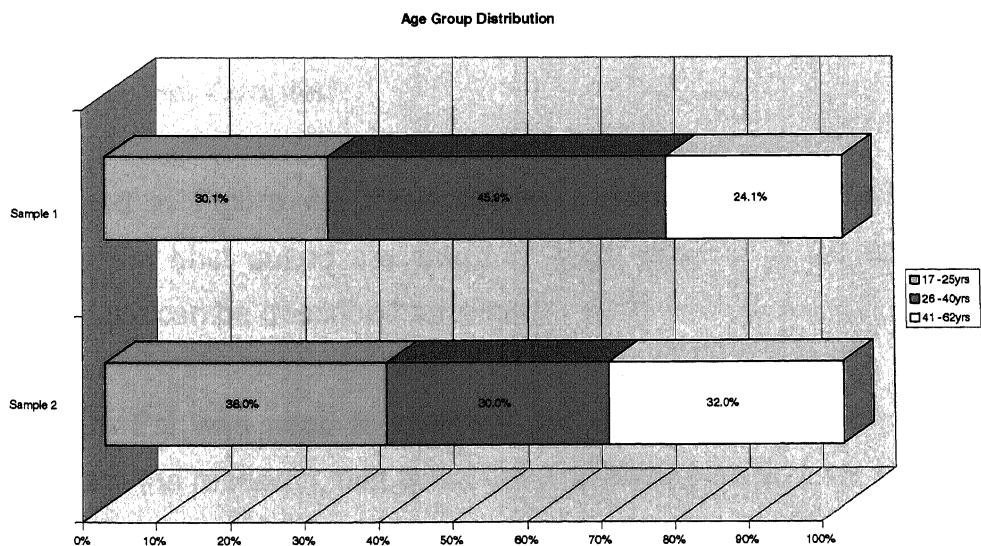


Figure 4.8 Comparative Gender Distribution



Sample 1 and Sample 2 are similar in terms of average age and gender, and in gender in terms of distribution, however, in age distribution there are differences. There are greater differences in the representation of the younger age group and the older age group as illustrated in the table below, this potentially will have a bearing on Eqi results at item level.

Figure 4.9 Age Group Distribution





The two groups were combined for the analysis of Emotional Labour and Emotional Intelligence. The total combined group consisted of 183 participants, however, 14 records were eliminated from this population due to non-completion of the ELS, the final sample group was 169 records (Males n=26, Females n=143).

#### 4.4.4 The Customer Population

As described above, the customer survey work took place in seven Beefeater outlets. These responses were received on a random basis. The returns were received in the following distribution:

Table 4.2 Returns from Customer Survey Exercise

OUTLET	CUSTOMER RETURNS
1	107
2	151
3	57
4	127
5	55
6	58
7	112
TOTAL	667

#### 4.4.5 Techniques Adopted

As illustrated in Figure 4.4 three different measurement techniques were adopted which best suited the stage of each element of the research. In essence these can be described as follows:

The Bar-On Eqi was used to measure the emotional competencies of the employees in the research, that is the General Managers and the servers.

The Brotheridge & Lee Emotional Labour Scale (ELS) was used to examine the presence of Emotional Labour in the server population.

Finally, a questionnaire was used based on a proprietary customer service mechanic designed and validated by a market research organisation in Boston, Massachusetts. This was used in the initial trial phase in its full form and in the customer research phase proper, in a reduced form. A full description of these instruments is outlined below.

#### **4.4.6 The Bar-On Eqi**

The Bar-On Eqi was chosen as the instrument to measure the Emotional Intelligence of the participants in this research. In particular the methodology required an in-depth insight into the particular characteristics underpinning the concept of emotions in service encounters. It was felt that the reliability and validity of the Bar-On Eqi coupled with its wide spread application over many years across the world, provided an appropriate instrument to achieve the research objectives of this particular section of the research study. It is claimed that the Bar-On Eqi is the most widely used self-report measure available, (Bar-On, 1997, 2000).

A full copy of the Bar-On Eqi question booklet and answer sheet is contained in Appendix B.

#### **4.4.7 Description of the Bar-On Eqi**

It consists of fifteen EI subscales and five higher order dimensions. The table below gives a brief description of the subscales.

Table 4.3 Scales of Bar-On Eqi

Composite Scale/Subscale	Brief Description
<i>Intrapersonal</i>	
Emotional Self-Awareness	Recognize and understand one's feelings
Assertiveness	Express feelings, thoughts and beliefs, and defend one's rights in a non-destructive way
Self-Regard	Understand, accept, and respect oneself
Self-Actualization	Realize one's potential capacities
Independence	Self-directed, self-controlled, and free of emotional dependency
<i>Interpersonal</i>	
Empathy	Aware and appreciative of the feelings of others
Interpersonal Relationship	Establish and maintain satisfying relationships characterized by emotional closeness and mutual affection
Social Responsibility	Cooperative and responsible member of one's social group
<i>Adaptation</i>	
Problem Solving	Define problems and generate potentially effective solutions
Reality Testing	Evaluate the correspondence between objective and subjective reality in a realistic and well-grounded fashion
Flexibility	Adjust emotions, thoughts, and behaviours to changing conditions
<i>Stress Management</i>	
Stress Tolerance	Withstand adverse events through positive, active coping
Impulse Control	Resist or delay an impulse, drive, or temptation to act
<i>General Mood</i>	
Happiness	Feel satisfied with life, enjoy oneself, and enjoy being with others
Optimism	Maintain a positive attitude, even in the face of adversity

The results render four validity indicators: Omission Rate (indicating the failure to respond to certain items), Inconsistency Index (this indicates the degree of inconsistency between similar types of items), Positive Impression, (this indicates where an effort might be made to give an exaggerated positive impression of oneself), and Negative Impression (indicating where effort might be made to give an exaggerated negative impression of oneself). The Eqi also has a built-in correction factor which automatically adjusts the scale scores

based scores obtained from the Positive and Negative Impression scales, effectively reducing the distorting effects of response bias, and consequently increasing the overall accuracy of the results.

**4.4.8 Validity and Reliability of the Bar-On Eqi**

Bar-On himself, (1998), deals with the validity and reliability of the Eqi. The research on the reliability of the Eqi, focuses on two aspects of reliability: internal consistency and test-retest reliability. The internal consistency values of the Eqi are deemed as satisfactory, giving an average consistency correlations coefficient of .79. Test-retest reliability correlations for the Eqi are high, after a one-month period, the average stability coefficient is .85 and after a four-month period, .75. Bar-On summarises these findings as meaning there is good consistency, but not too high as to suggest that emotional and social intelligence is unchangeable.

Matthew *et al*, (2002), report independent research replicating these results in various laboratories quoting Dawda & Hart, 2000, Newsome *et al.*, 2000.

In terms of examining the validity of the Eqi, that is, evaluating how well it is at assessing what it was designed to assess, overall non-cognitive intelligence and its emotional, personal, and social factorial components, Bar-On describes the nine types of studies, conducted in six countries, over a period of seventeen years:

Face	Divergent
Content	Criterion-group
Factorial	Discriminant
Construct	Predictive
Convergent	

Bar-On's summary offers the following evidence:

- The inventory's items appear to be (face validity) capturing the essence of each scale (content validity)
- The inventory's original structure is confirmed (factorial validity)
- The scales are measuring what they are supposed to measure rather than something else (construct, convergent, divergent, and criterion-group validity)
- The scales can identify and differentiate among people who are more emotionally and socially intelligent from those who are less emotionally intelligent (discriminant validity)
- The scales can predict emotionally and socially intelligent behaviour (predictive validity)

(Extract from Bar-On Emotional Quotient Inventory, facilitators manual, 1998)

#### **4.4.9 Features of the Bar-On Eqi**

- The tool proved easy to use
- Easily understood by participants
- Summary input process easy to administer

Credibility based on 17 years plus of usage and global use of the instrument on a large number of people

#### **4.4.10 The Brotheridge & Lee Emotional Labour Scale (ELS)**

##### **The Emotional Labour Instrument**

It was decided to use an existing instrument for the measurement of Emotional Labour that had already been validated. The choice was made to use the Emotional Labour Scale developed by Brotheridge & Lee, (1998).

Brotheridge & Lee recognised that despite the increasing interest in Emotional Labour, there had been few attempts to create a multi-dimensional measure of Emotional Labour. They distinguish between surface and deep acting, because each suggests a fundamentally different internal state (Brotheridge & Lee, 1998), with surface acting pushing down authentic expression in favour of some kind of emotional mask, whereas deep acting involves pumping up one's true feelings to create an alignment to the required state.

Brotheridge & Lee describe the four role requirement aspects of Emotional Labour, those being frequency, intensity, duration and variety of emotions expressed.

The Emotional Labour Scale, (ELS), is a 15-item self-report questionnaire which measures six facets of emotional display in the workplace, including the frequency, intensity and variety of emotional display, the duration of the interaction, and surface and deep acting.

A summary of the validation studies undertaken by Brotheridge & Lee is outlined below:

In their summary of the ELS, Brotheridge & Lee (1998) describe the development and validation of the ELS as it was tested in their work on two groups  $n=296$  and  $n=238$  respondents. Estimates of internal consistency for the subscales ranged from .74 to .91. Brotheridge & Lee report confirmatory factor analysis results provided support of the existence of the six unidimensional subscales. Evidence is also cited in the report for convergent and discriminant factor analysis.

Table 4.4 Brotheridge & Lee. Means, Standard Deviations and Item-Total Correlations for 15-Item Emotional Labour Scale

		<u>M</u>	<u>SD</u>	<u>Item Total</u>
	<u>Duration</u>			
1.	A typical interaction I have with a customer takes about ----- minutes	11.77	19.53	N/A
	<u>Frequency</u>			
2.	Display specific emotions required by your job	3.33	1.17	.79
5.	Adopt certain emotions required as part of your job	3.36	1.12	.78
7.	Express particular emotions needed for your job	2.81	1.07	.78
	<u>Intensity</u>			
9.	Express intense emotions	2.28	1.02	.59
3.	Show some strong emotions	2.47	.98	.59
	<u>Variety</u>			
6.	Display many different kinds of emotions	2.81	1.08	.76
11.	Express many different emotions	2.81	1.07	.78
13.	Display many different emotions when interacting with others	2.95	1.06	.76
	<u>Surface Acting</u>			
12.	Resist expressing my true feelings	3.06	1.04	.66
14.	Pretend to have emotions that I don't really have	2.61	1.06	.67
8.	Hide my true feelings about a situation	3.00	.89	.56
	<u>Deep Acting</u>			
4.	Make an effort to actually feel the emotions that I need to display to others	2.92	1.02	.61
15.	Try to actually experience the emotions that I must show	2.63	.99	.73
10.	Really try to feel the emotions I have to show as part of my job	2.85	1.07	.74

The table above presents the descriptive statistics for the second study (n=238). The mean duration of customer interactions reflects the diversity of service occupations in the sample.

#### 4.4.11 Study Appraisal of Emotional Labour Scale

The Emotional Labour scale was very slightly adapted for use in the analysis in this study, mainly to personalise it to the audience. The changes were very

minor in nature and aimed entirely at changing the wording to render it applicable to the survey audience. The revised questionnaire is illustrated in Appendix C.

#### **4.4.12 The Customer Survey Instrument**

To complete this phase of the research, an instrument was required to measure the impact of the key elements of the service experience.

A vast array of instruments are in existence that seek to measure the delivery of service quality, two of the most notable being SERVQUAL, (Zeithaml *et al*, 1990) and SERVPERF,(Cronin & Taylor, 1992). These instruments are especially suited to the identification of service gaps, whereas in this study, there was much more of a focus on identifying the presence and intensity of certain emotions resulting from the service experience. For the purposes of this study, it was desirable to have an instrument that focussed more closely on the affective nature of service delivery, that is, the impact that the individuals service might have on the customer, and how a range of other factors involved in the service experience evoke an emotional response in the customer.

Contact was made with an organisation Gang and Gang Inc, based in Boston, Massachusetts, who specialised in the use of emotional measurement of customer experiences.

The box below is an extract from the Resonance information sheet, and highlights the positioning of the instrument in the market place.



Table 4.5 Resonance Instrument  
(Gang & Gang)

Why do clients choose Resonance® over traditional methods?
<ul style="list-style-type: none"><li>• They can predict customer behaviour with greater accuracy, by understanding how their emotions guide people's attention, shape their priorities, and drive their decisions.</li></ul>
<ul style="list-style-type: none"><li>• Quickly they get broader and deeper understanding of issues that are important to customers, by looking at a spectrum of emotional reactions.</li></ul>
<ul style="list-style-type: none"><li>• They can study complicated, intangible, even imaginary subjects easily.</li></ul>
<ul style="list-style-type: none"><li>• <b>Overall, they get better results, more efficiently and cost-effectively.</b></li></ul>
<p><i>"In less than 3 months, we learned more than over the past year with several people flying all over the world to interview hundreds of customers."</i></p> <p><i>-- Marketing Director at Eli Lilly</i></p>

How does Resonance work in practice and why was it chosen in this stage of the study?

- It was a fast and relatively inexpensive way to get deeper and more accurate information on the emotional responses of customers to a service experience.
- Resonance gathered both qualitative and quantitative data in a simple self-administered survey, over the web or on paper.
- It uses open-ended queries to elicit emotions and thoughts, then quantifies and connects them to root causes, all in one survey.
- By combining open-ended hypothesis generation with quantitative hypothesis testing.

#### **4.4.13 Concerns In The Use Of The Instrument**

- **Complexity** – It can be seen from the illustration in Appendix D that the questionnaire is quite long and detailed, albeit it had been used in customer facing retail environments in the past.
- **Levels Of Returns** – Based on the comments above, there were some concern that there would be insufficient volume of response to make the analysis of individual servers statistically valid.
- **Content** – The content of the survey was quite challenging and potentially quite a different way to ask questions of customers in a service experience of this kind.
- **Language** – Some of the language used seemed quite unusual in everyday terms in restaurants (in the UK).

With the above concerns in mind, it was decided to go for a widespread and high volume distribution exercise, with 3900 forms being distributed across fourteen restaurants.

The participant servers were supplied with twenty envelopes containing a service quality Resonance questionnaire developed by Gang & Gang Inc. These survey forms were pre-coded with the servers unique identification number, and contained an introductory letter and copy of the survey form. Customers were given the option to take the envelope away and complete it at home, returning the completed form in a pre-paid envelope to a central address or to enter a unique website set up for the sole purpose of responding to the survey. Customers were not encouraged to complete the form in the restaurant, as the form was quite long and could well have caused irritation to the customers themselves or other customers who might perceive a delay to their own service timings.

The customers were given a voucher allowing them a small discount on their next restaurant visit, in exchange for reading and hopefully participating in the

survey. It was left to the trust of the customer whether they in fact completed the survey, and completion was not a pre-condition of receiving the discount.

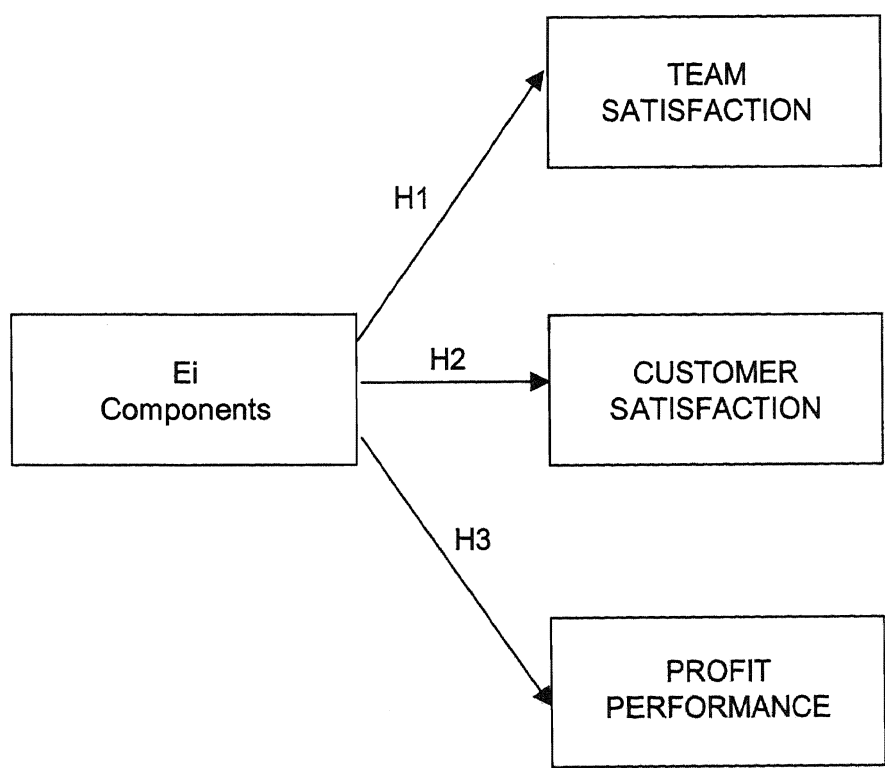
The Resonance questionnaire was used at this stage in its pure and full form, and is illustrated in Appendix D, to demonstrate the design and depth of the questionnaire.

**4.5 Statistical Analysis Techniques**

The quantitative research in this study is quite substantial and required the adoption of a range of statistical analysis techniques. These are reviewed against the hypothesis map illustrated below and on page 104.

**4.6 General Manager Analysis**

Figure 4.10 Research Model for Restaurant Managers



Three approaches were used in the analysis of the data emerging from the General Manager study outlined in Chapter Six.

A summary of the data outputs is summarised below:

- General Manager key characteristics
  - Age
  - Gender
  - Experience in current job
  - Appraisal Rating
- Eqi Scores by individual General Manager
- Key Performance data from their businesses
  - Profit Growth
  - Team Satisfaction
  - Guest Satisfaction

These approaches were selected as this study involved a great deal of group comparisons in the dimensions described above.

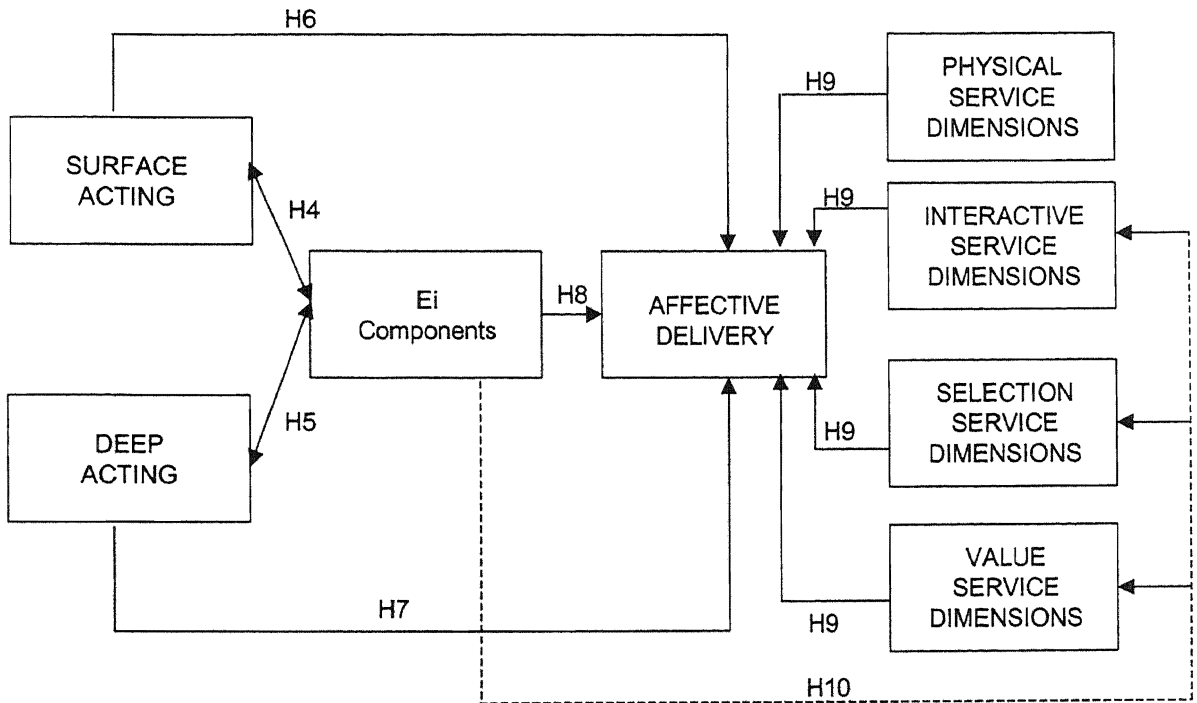
- A two-tailed evaluation of the results was employed to examine the data in the General Manager study. This was adopted, as there was no reason to expect the differences in the groups to lie in any particular direction. Results with a  $p$ -value equal to or less than .05 were used as a cut-off point to demonstrate significant findings.
- $t$ -tests were employed to examine the differences between the groups in the analysis of General Managers.
- Multiple Regression Analysis was employed to analyse the effect of the independent variables on one dependent variables.

The above two approaches were used to deal with the data extracted from the Eqi tests which revealed scores by Eqi subscales and a range of variables associated with the key performance indicators of the business.

## 4.7 Server / Customer Analysis

A range of approaches was adopted to deal with the data that emerged from the analysis of the servers and their customers. These approaches were adopted in support of the hypothesis map illustrated below:

Figure 4.11 A Research Model for Front-Line Service Workers and Customers



- Server key characteristics
  - Age
  - Gender
- E<sub>q</sub>i Results by server
- ELS Results by Server
- Customer Comment Card Returns

The data outputs presented a large range of statistics, and this phase of the study was seeking to find the relationships with this large number of variables. To this end the following range of approaches were adopted:

- A two-tailed evaluation was employed to examine the data in the server/customer study.

The particular groups in the evaluation were:

- General Managers Eqi (n=161)
- Server Eqi (n=183)
- Server ELS (n=183)
- Customer Questionnaire Responses (n=667)

This approach was adopted as there was no reason to expect the differences in the above groups to be in any particular direction. Results with a p-value equal to or less than .05 were used as a cut-off point to demonstrate statistically significant findings.

- One-way ANOVA was employed to analyse the difference between the age groups of the servers (n=183) in the ELS analysis.
- Pearson Product Moment Correlation Coefficient (PMCC) was employed to assess the strength of the relationship of the variables in the following groups:
  - Server ELS (n=183)
  - Customer Questionnaire (n=667)
- Multiple Regression analysis was employed to analyse the effect of independent variables on one dependent variable in the following groups:
  - Server Eqi (n=183)
  - Server ELS (n=183)
  - Customer Questionnaire (n=667)

#### **4.8 Qualitative Analysis**

The survey of servers (n=17) was conducted in support of the general study. The method is summarised below.

#### **4.8.1 Survey of Interview Participants**

This survey was based on work done by Geetu Orme in her book *Emotionally Intelligent Living* (2001), which was in turn inspired by the work of David Caruso and Sigal Barsade (of Yale School of Management).

The data outputs were loaded into an excel spreadsheet and a range of graphs were produced for presentation and analysis. These are illustrated in Chapter Five.

#### **4.9 Chapter Summary**

This Chapter has described the overall methodology in this study. It has described the high level research design, going on to break this down into more detail, looking from a qualitative and quantitative perspective.

The work then went on to describe a research model that is broken down by three workstreams, General Management, Service Team and Customer, providing supporting objectives, measurement instruments and performance measures.

The samples used in the study were described in the three workstreams. The Chapter then moves on to explain the main instruments used within and across the research models.

Finally the analytical techniques were described in support of the hypothesis map.

This map will be used in subsequent Chapters to position the research into context with the hypothesis under investigation.

# CHAPTER FIVE

## CUSTOMER SURVEY PILOT RESULTS

### 5.1 Introduction

This short Chapter reports the results of the customer survey pilot detailed in Chapter Four, pages 99 to 102. This section will describe the output of the pilot and go on to demonstrate the modifications made in order that the customer survey instrument could be deployed in the full scale analysis reviewed in Chapter Nine.

### 5.2 Results of the Customer Survey Trial

The customer surveys were sent out into the field over the course of October and November 2002, as described on pages 99-102.

Table 5.1 Phase 1 Customer Responses

Surveys Response Rates			
Outlet	Sent	Returned	%
5	180	20	11.1
6	240	24	10.0
7	340	20	5.9
8	120	0	0.0
9	100	2	2.0
3	500	42	8.4
4	280	23	8.2
15	40	1	2.5
2	700	34	4.9
10	140	7	5.0
11	140	16	11.4
12	80	17	21.3
13	240	28	11.7
14	100	12	12.0
1	700	34	4.9
Total:	3900	280	7.2
Selected for Summary Analysis			



As indicated in Table 5.1 above, 3900 of the original Gang & Gang questionnaires (see Appendix D) were distributed on the basis of 20 questionnaires per server for the 138 servers in the original sample population in total across the 15 outlets in the sample, with additional surveys being supplied on demand.

The response rate was 7.2%, with response showing wide variation by outlet as illustrated in Table 5.1.

Table 5.1 above illustrates the low levels of returns, and it was therefore decided that this would represent insufficient data on which to conduct full-scale analysis of the emotional response of customers. However, the data was used as a preliminary test phase on which to develop a survey model for phase 2 that maintained the fundamental approach whilst expediting a more substantial volume response. Hence, the main output would be to understand the requirements clearly for the final phase of field work in understanding to what extent this quite radical approach to customer surveys would be effective in the restaurant environment.

### **5.3 Summary Of Customer Analysis**

In line with some of the concerns expressed in Chapter Four page 101, the customer survey instrument yielded low levels of response based on the objective of conducting analysis at the individual server level. However, the results suggested that where customers did complete the questionnaire, they were happy to complete the information on emotions along with a range of detailed information on spend, etc.

Some high level analysis at the outlet level, using the four outlets that provided the highest responses, illustrated some notable differences by outlet in terms of their emotional response to the overall experience.

Figure 5.1 Emotions from Customer Experience in Four Beefeater Outlets

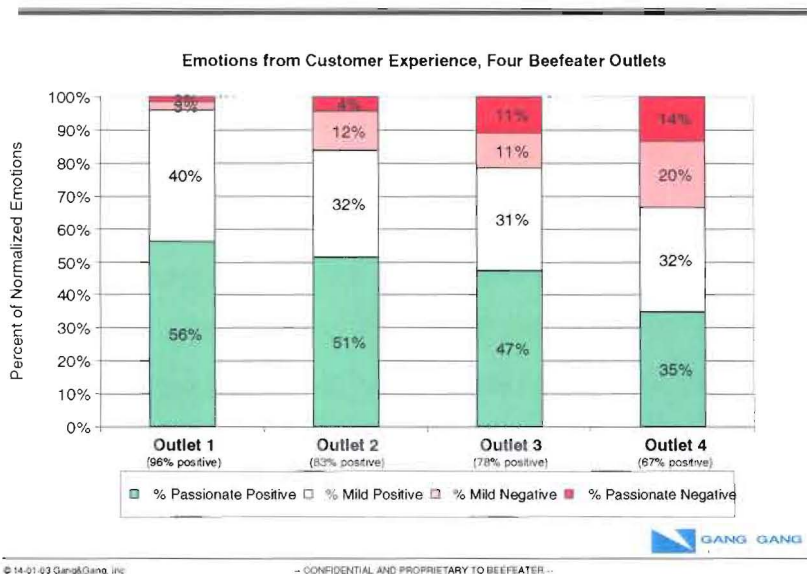


Figure 5.1 (supplied by Gang & Gang) above illustrates the variation in the response by the customers in the four outlets on a scale of passionate positive, mild positive, mild negative, passionate negative.

Responses were as follows: Outlet 1 (n=34), Outlet 2 (n=34), Outlet 3 (n=42), and Outlet 4 (n=23), these outlets were also a reasonable geographical representation of the UK outlet distribution.

These results suggest that there were notable differences in the responses by unit level response. The Regional management of these outlets felt that the results broadly represented their comparative view of the outlets in question.

#### 5.4 Review and Refinement of the Instrument

The 280 responses were examined to understand what improvements could be made to ensure a higher volume of response in the next stage, and the participant restaurant managers were consulted to gain their feedback on the operation of the instrument, building on their conversations with their own customers.

The review revealed the following learning:

- Of the twelve emotional descriptions used in the original Gang & Gang survey, only five were regularly used in describing the restaurant experience. Feedback from the General Managers was that some of the language did not fit comfortably into the restaurant businesses under their control.
- General Managers had gained feedback that the survey was simply too long and complex to enable easy completion
- General Manager feedback suggested that encouraging the completion of the form off site lowered the chances of returns, and was unlike their existing feedback process, which used comment cards on tables that were either left with the server or posted into a box by the customers on leaving the restaurant.
- Customers were happy to share details on themselves and their dining out patterns, these sections were completed on all of the returns (n=280)

Building on the lessons of this review it was concluded that the following improvements needed to be made if an approach of this kind were to be used in future fieldwork.

- Design a simpler questionnaire design
- Focus on key data only
- Reduce the number of emotional response labels in line with sample feedback
- Ensure simpler completion at the point of sale
- Remove the open-ended element of the emotional response

## **5.5 Refined Survey Instrument**

After implementing the changes above, the comment card questionnaire illustrated below was produced for use in the full customer research phase, which is described in Chapter Nine.

The benefit of this revised approach was that it provided a simpler mechanic, using more familiar language to the customer and one that could be easily administered at outlet level. This avoided the issues associated with mail-based surveys, highlighted by other research experiences (Ueno 2003), and borne out by the trial described above.

The server distributed this survey at the end of the meal. The customers were left to complete the card on a voluntary basis. The survey was then either handed to the server or left on the table for collection by the server. No incentive was offered to the customer for completion, given the simplicity of the completion task and to avoid the absence of bias, this was felt to be the right approach.

The customers were invited to tick one or more emotional response against each of the service characteristics. For example, the décor could make them feel both relaxed and delighted. The comment card questionnaire was intentionally designed this way to gain a richness of emotional expression.

A further advantage of this approach was that the customers of Beefeater are familiar with completing surveys of this general style, albeit the content was altered to facilitate the gathering of the particular data required for this study.

The design of the comment card survey is illustrated below:

Figure 5.2 Comment Card Design

Name	<input type="text"/>																																					
Address	<input type="text"/>																																					
D.O.B.	<input type="text"/>																																					
Male/Female	<input type="text"/>																																					
Number of People in Party	<input type="text"/>																																					
Is this your first visit to <b>this</b> Beefeater?      Yes <input type="checkbox"/> No <input type="checkbox"/>																																						
If not, how many times have you dined here in the last 6 months? <input type="text"/>																																						
How often, in the last 6 months, have you dined at similar restaurants? <input type="text"/>																																						
<b>How did you feel about your visit to Beefeater, and what made you feel that way?</b>																																						
<b>I FELT:</b>	Quality of decor and surroundings	The quality of your meal	The overall value of your meal	The quality of overall service	The interaction with your Server	The pace of the meal	The guests or family with me	That I chose this Beefeater today																														
Delighted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Eager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Relaxed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Disappointed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																														
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## 5.6 Chapter Summary

This short Chapter has reviewed the experience of using the full and pure form of customer survey supplied by the organisation, Gang & Gang.

A large-scale pilot was conducted to test the instrument in the field that produced a return, which was insufficient to deliver the objectives of the study outlined on page 9.

The pilot did, however, present some good learning on which to build a refined customer survey instrument that was more aligned to the sample in terms of familiarity and simplicity, and therefore would generate a greater statistical response by individual and outlet.

The design in Figure 5.2 above is the design that was used in the fieldwork examined in Chapter Nine.

# **CHAPTER SIX**

## **PERCEIVED ROLE OF EMOTIONS IN SERVICE ENCOUNTERS**

This Chapter represents the first phase of the research study, that is some perceptions of the role emotions and Emotional Labour might play in the everyday lives of front-line service work individuals in a full service environment, who were challenged with delivering excellent service, every day to their customers.

### **6.1 Purpose of the Interviews**

The purpose of this phase was to establish a backdrop to the study overall, by spending some quality time with front-line servers, listening to them directly recounting their experiences of the impact of emotions in their roles and also to start to understand the link between them as servers and the management teams in the outlets.

All sixteen of the major hypothesis in this study directly or indirectly involve the front-line service team. This being the case, a real understanding of front-line servers views was deemed to be essential. Quality Of Work Life surveys existed that gave statistical reporting on team satisfaction (and indeed these are used in some of the analysis in this study), but the richness of individual conversation was a valuable input to the hypothesis design.

The outputs are summarised in the text and the opportunity was also taken to conduct a short satisfaction survey to place alongside the interview responses. Direct quotations are identified using the Table 4.1 in Chapter 4.

## **6.2 Interview Research Objectives**

The key objective of this early piece of research was to understand how front line workers talked about the emotional challenge of serving customers, and what kind of issues this raised in their day-to-day work.

The sample was intentionally kept to a small number (n=17) to enable a more in-depth approach to be taken.

The interviews focussed on the emotional dimension of the service interaction and were structured accordingly.

## **6.3 Interview Results**

### **Key Themes**

In reflecting the interview structure notes and the general content of the interviews, a number of key themes emerge from this research; these are listed below and represent the body of this report.

- Personal attributes of good service staff
- Emotions experienced on the job
- Teamwork and support
- Training techniques
- Feelings after leaving the workplace

In overall terms, the interviewees were a generally positive group, even considering their various ages, job roles and length of service, and gave very good quality input into the conversations.

### **6.3.1 Personal Attributes of Good Service Staff**

These responses were generally based on questions relating to what the respondents would look for in an interview situation. In general it has to be said, the interviewees were not complimentary about the interview process they themselves had gone through when they were recruited, and that which they believed new colleagues went through. They expressed surprise that management made so many mistakes in recruiting people, and were then slow to deal with issues of poor performance when it occurred. This was said to affect not only the performance of the poorly performing individual, but also the motivation of the interviewees themselves causing them to question why they should put so much effort into their work, when colleagues particularly did not. Some comments related to the ability of junior management to successfully orchestrate (control?) the actions of more experienced and often older team-members.

In exploring what the respondents themselves would look for in new team-members, the results were predominantly directed in terms of the emotional characteristics of the person. The most often mentioned attribute was personality, although it could be argued that everyone has a personality, the respondents on closer questioning were highlighting a particular set of emotional traits that contributed the personality they saw as ideal. These can be summarised as a positive outlook on life (optimists), who smiled a lot, who were naturally friendly and really liked people and who had high levels of displayed energy. Because of the nature of the work in serving families, many of the mature respondents highlighted the need to enjoy the company of children, although they doubted that younger people could achieve this with their lack of life experience. Interestingly, one of the more mature respondents related the practise of mothers being drawn to the sound of a crying child in order to administer comfort, where a younger person, with no parenting experience would feel inclined to retreat from the same situation.

There is a theme through the whole piece of analysis, of the interviewees very much being themselves at work, albeit they often thought that the workplace



self was often a slightly different version of self, “I think I am more outgoing at work than I am at home” (LE05). Mention was also made about the importance of facial expressions in presenting a positive face to the customer.

In summary, the group really recognised the importance of emotional make-up and expression in the qualities required of good service staff, they thought these were really quite obvious, but were surprised that management either did not seek these attributes, or failed to spot them in the interview process, and indeed tolerated the absence of them in the performance of employees.

### **6.3.2 Emotions Expressed on the Job**

This was by far the fullest part of the interview inputs and was clearly a very important component of the service jobs undertaken. There was a very high level of engagement with customers and this was seen as critical not only in doing the job effectively, but much more importantly as a source of pride and fulfilment for the people in those service roles. Just a few of the quotes are listed below to give some sense of the emotions expressed in regard to the connectivity to customers:

- “I love to see them happy” (Le 05)
- “I try to cheer them up and talk to them” (Lu 01)
- “Anything to please the customer” (Le 04)
- “I hate unhappy guests” (G 04)
- “Guests need to go away on a high” (Le 05)
- “You can influence how your guest is going to be...” (Lu 03)
- “...see everything through the guests eyes” (G 02)
- “Get a person to feel like a million dollars” (Le 05)

The sense of connecting to customers is very strong, and it is clear that this is somewhere in the emotional make-up of the service staff, with a level of caring akin to that which you might express about a cousin or an aunt. One quote summed up this feeling quite well, “If you have a good night nothing

beats it really, when the customers are all happy, it's not like work" (G04). This notion was probed somewhat in the interviews especially relating this level of affective commitment to the terms and conditions of the service roles themselves. The respondents who clearly had real pride in the contact and relationships with their guests vigorously rejected this point despite the terms and conditions of the role. To underline this, one of the more senior respondents, a fifty-six year-old lady told the story of how she had a heart attack the previous year, but only stayed on sick leave for five weeks, because "she didn't want to leave her guests for any longer" (LU03).

The respondents had a very clear view of self in terms of being very aware of how they came across to their customers, using words like smiling, listening, body language, looking happy and the buzz, throughout their feedback in the interviews. Combined with this was a lot of dialogue that talked about reading guests from a whole range of differing perspectives. These covered such areas as mood, eating occasion, how relaxed guests were, if a server could be cheeky with them and offering customers a whole experience. These were skills that they felt they had never been taught, and on the whole doubted they could be taught at all, the view was that these were the things that made that essential personality of a good server.

Much of the above feedback focused on the positive customer experiences that staff engaged in, and these positive experiences were by far the majority of the service interactions. The interviews went on to examine to what extent feelings changed when staff were faced with an unpleasant customer.

Given the optimistic outlook of the respondents in general, they struggled to understand why anyone would come out in such a frame of mind, although they did recognise the particular needs of business customers and understood that their needs differed from the groups whose main purpose in visiting the outlet was purely social. It had been difficult for the respondents to see their service interactions being anything other than them being themselves in the majority of the positive service experiences, but when the issue of difficult interactions was discussed, the responses began to vary

somewhat. Some of those interviewed maintained that their approach was constant even in the difficult situations, however, the more common response was that this was where the job became harder, more stressful, more tiring and when they had to put on an act.

- “I never feel like a waitress, but that (complaining behaviour) makes me feel like a waitress” (Lu 05)
- “The only time when it requires effort is when someone disrespects you” (G01)
- “When you get a guest that moans....you go home miserable” (Lu 04)
- “If I have failed to make a guest happy, I go home a little bit stressed” (Lu 06)
- “I have to put an act on with difficult customers” (Le 01))
- “I feel like I am losing control of the situation” (Lu 02)
- “Sometimes I think the guest is looking down on you” (Lu 03)

None of the respondents was in any way dismissive of the issues of dissatisfied customers and there was a genuine feeling of disappointment when the staff could not win round a customer and send them away in a positive frame of mind, “when a person leaves I feel you want them back” (Lu 01).

A number of the respondents talked about their coping strategies in these difficult situations, “sometimes I feel like throwing my apron at them” (Le 01). These strategies were largely based around team support, and getting off-stage to vent frustration, this generally being the kitchen area, “.... when you go back out, the smile goes back on your face” (Le 04).

We go on to discuss the nature of teamwork and support next.

### 6.3.3 Teamwork and Support

The notion of working in a team was one very strongly expressed by the respondents, “a good team = a great night = much fun” (Lu06). Almost all the respondents felt that they worked in a good team, but because of the nature of the shift pattern team structures can change regularly and change the view of the team, the above quotation really describes how this changes night to night, and respondents were quite critical of an individual who let the team down, “Some people are just here to look after themselves” (Le 02). Two of the respondents had worked in a business where management had been poor and teamwork was seriously impaired. “He (the Manager) stayed out of the way, we never saw him, as a bloke he was lovely, as a manager he was a waste of time” (Lu 01).

Overall there was a sense of camaraderie in the team ethic in the business, “Everybody who works here feels strongly as a team”, “I love the fact I have made so many friends in the team” (Lu 04).

Respondents generally favoured a strong structure around them with the parameters of the job clearly defined, “I like a manager to be firm but fair” (Lu 01), and management being present on the floor to lead by example and lend support, indeed the very definition of support for these respondents was that which was delivered by management.

In all of the sites, the General Manager was a well-respected and well-liked leader, albeit some had been subject to lower quality leadership in the past as highlighted above. More concern was raised regarding the quality and maturity of junior management, “(junior) managers are not mature enough for their responsibilities” (Lu 01).

#### **6.3.4 Training**

The respondents were asked about their experiences of training, but more comprehensively how they thought training should be structured to enable service staff to function to their full potential.

The initial induction training varied widely for staff members, due to their length of service with the company and the development history of the site. There was strong support for role-play style training, which exposed staff to real life scenarios that they would face. Those who had gone through thorough training (particularly evident when a site was new) thought it was excellent, "Brilliant training, the best I've ever had" (Lu 01). Here again positive comment was evident where training recognised the staff as individuals, "...look at the personality of a person", "We are not parrots, those days have gone" (Lu 01).

The issue is that this level of training is not consistent, and newer employees clearly felt thrown in at the deep-end in terms of training, "The first week I didn't know the tills and I was just left to get on with it, I felt like leaving, I felt useless" (G 05).

The respondents were very conscious of the need to build confidence, particularly in how this confidence is conveyed to customers, experiential training and confidence with the technical aspects of the job, particularly the operation of the tilling system were seen as crucial.

#### **6.3.5 Feelings after Leaving the Workplace**

Finally the respondents were asked how they felt after arriving home after working their shift, in order to explore to what extent their role had a longer-term emotional impact on them.

Emotions were clearly impacted by the type of shift staff had gone through, both in a positive and negative sense. "After a really good or bad shift, I am

still hyped up and I need to take time out before I go to bed, sometimes I can't sleep, I can't switch off" (Le 02).

Staff clearly take the experiences at work very seriously and reflect that in the way they feel after they get home, with customer experience being the main contributor to these feelings.

## **6.4 Survey Results**

Following the completion of the face-to-face interview, each of the servers who participated in the interviews was asked to complete a confidential questionnaire. This particular set of questions was designed to enable individuals to measure their personal satisfaction with their career and have been adapted here to serve as a composite overview of job satisfaction for the group of service staff interviewed in this research.

Whilst this does not represent a huge statistical response, the outcomes add a degree of richness and reinforcement to the interview results.

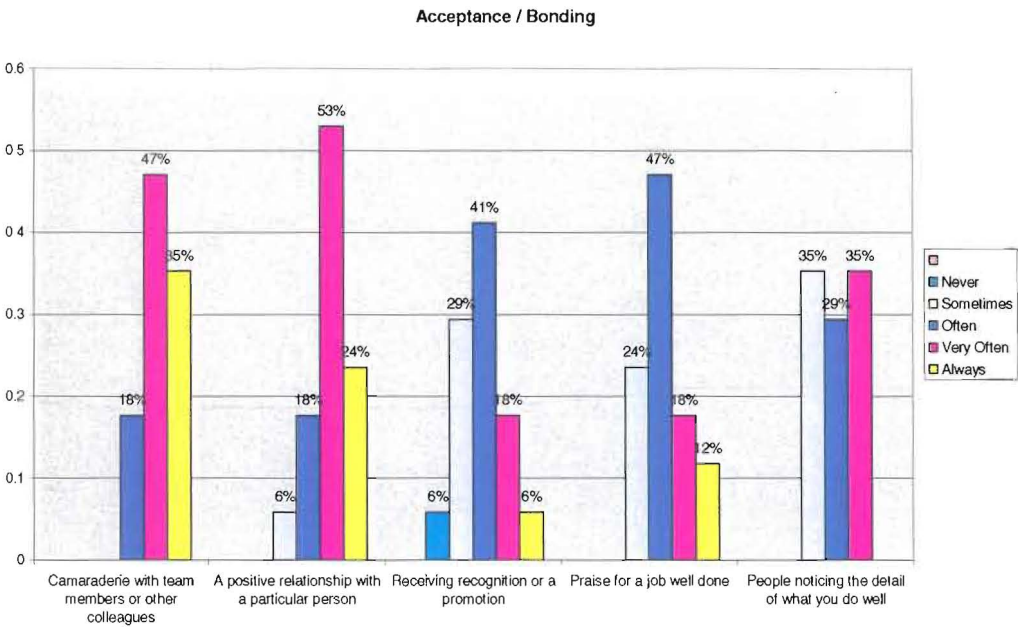
The twenty-six questions are grouped under the following key headings:

- Acceptance / Bonding
- Sadness / Helplessness
- Anger / Injustice
- Fear / Uncertainty
- Enjoyment / Success

A short commentary is presented below on each of the graphs under these headings.

6.4.1 Acceptance / Bonding

Figure 6.1 Acceptance/Bonding

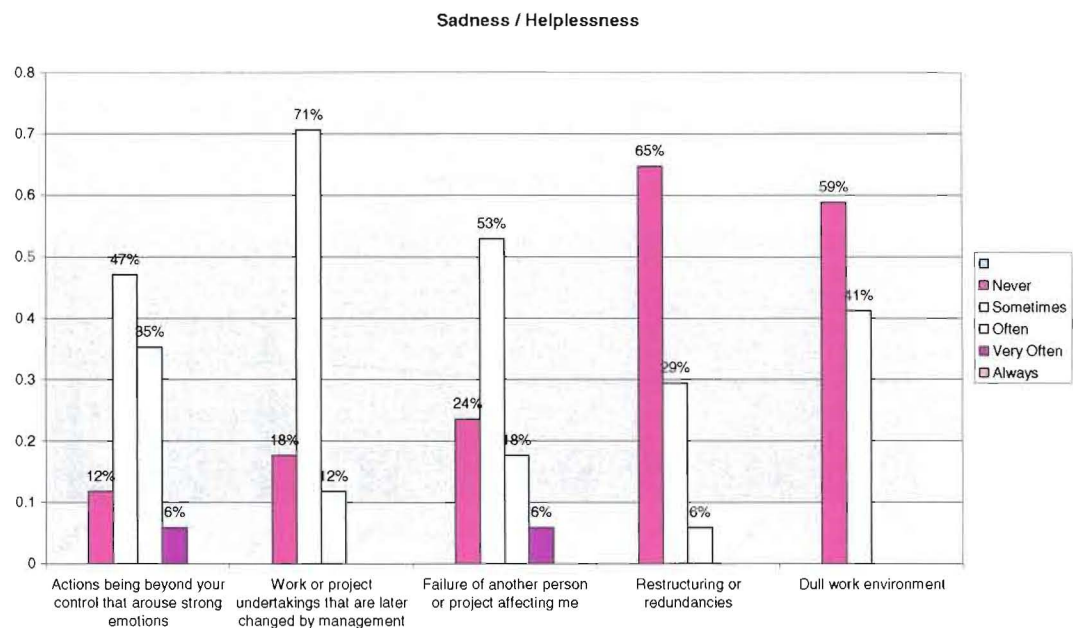


The figure above shows strong scores positive responses to the questions around teamwork (82% very often/always experiencing camaraderie), individual relationships (77% very often or always experiencing positive relationships), recognition or promotion (41% often) and praise (47% often).

There is a strong sense that reward and recognition is strong in the teams, and praise is common for a job well done. The very strong measure of camaraderie with the team and good individual relationships reflects the interviews very strongly. There is no doubt that this sense of sociability and teamwork seems to insulate servers from the pressures of management and customer.

6.4.2 Sadness / Helplessness

Figure 6.2 Sadness/Helplessness



The figure above reveals a sense of actions often occurring outside the control of the individual respondent; (82% sometimes/often arousing emotions in the respondent), changes in management direction (83% sometimes/often impacting the individual).

However, changing in structures causing job losses were low (65% never experiencing this) and work being dull does not seem to be an issue (59% never experiencing this).

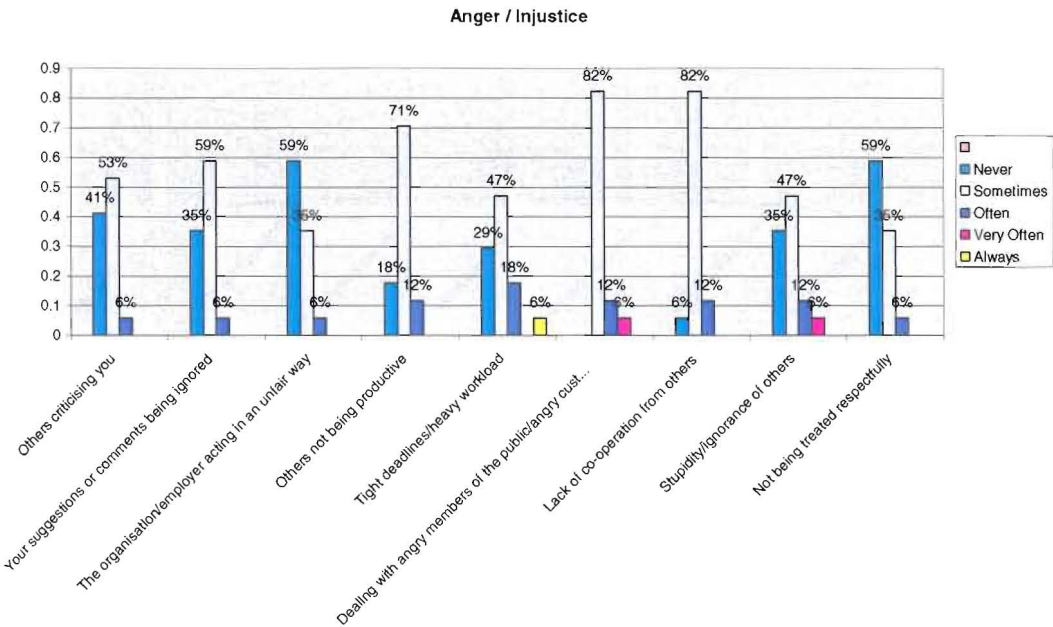
Employment in these outlets appears to be stable with no real fear of redundancy and life is rarely dull. However, members of staff often feel somewhat out of control, and subject to the changing actions of management. This may reflect the difficult nature of communications in these outlets that employ many part-time workers who turn over at a very high rate, thus limiting opportunities for the communication of the rationale for management decisions. There is most likely a perspective here relating to the amount of



control servers have over the whole dining experience, they are the ones who face the customer, but are only one part of the production chain.

6.4.3 Anger / Injustice

Figure 6.3 Anger/Injustice

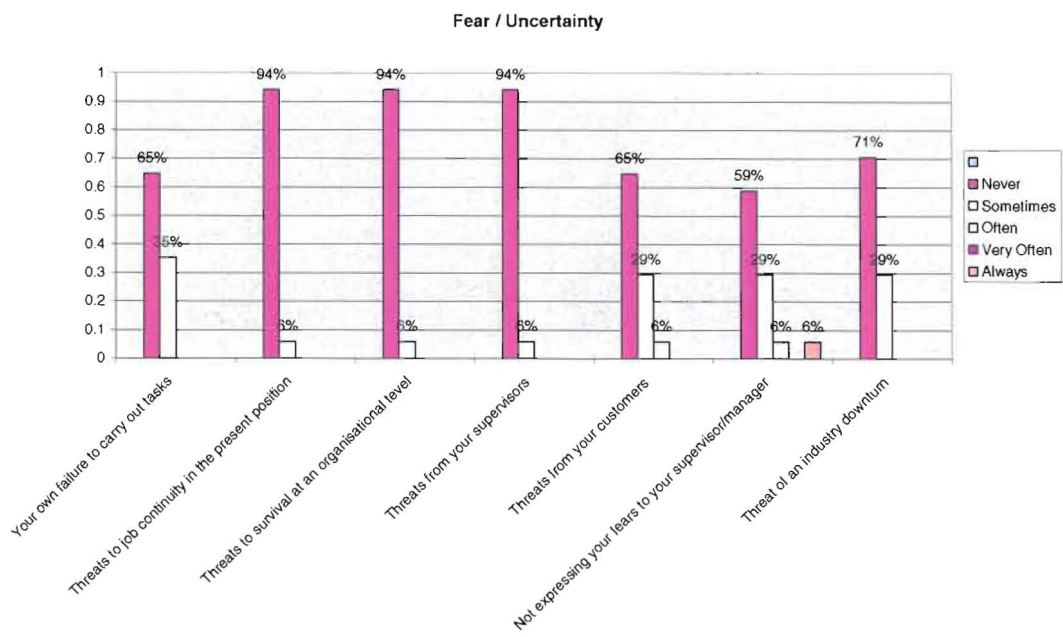


The key findings in the figure above are around the customer interaction, team co-operation and productivity.

Many feelings were expressed in this section that reveal how staff are exposed to tight deadlines, angry customers, being subject to the inefficiency of others around them and being criticised by others. It is not clear whether this criticism comes from customers or colleagues, judging from the interviews it is probably a combination of both. These are probably expressions of lack of support from management, inconsistent quality of colleagues and the inevitable unpredictability of the customer.

6.4.4 Fear / Uncertainty

Figure 6.4 Fear/Uncertainty

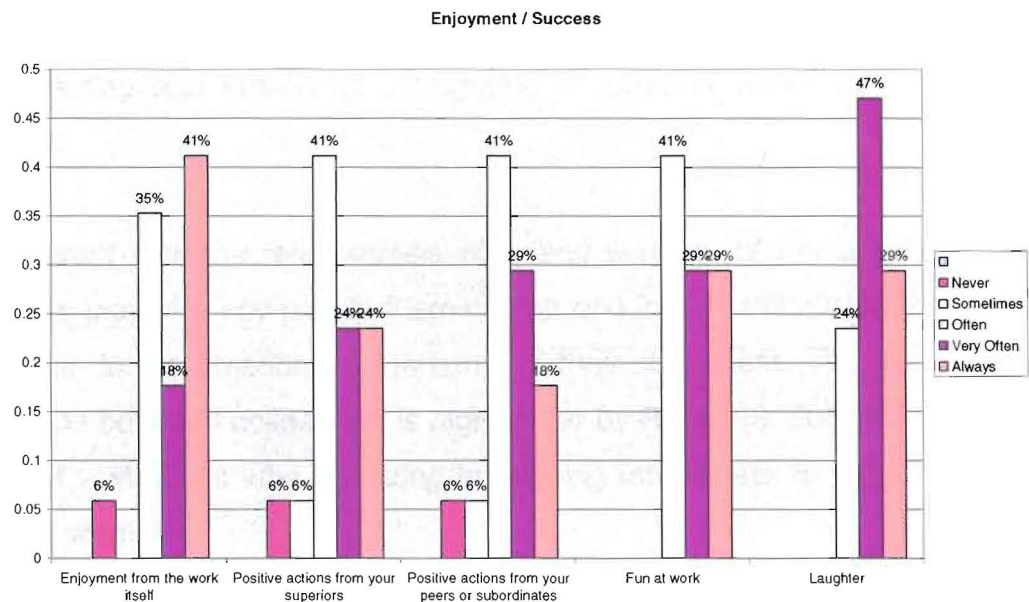


The figure above demonstrates low responses to threats from job continuity (94% never), organisation survival (94% never) and supervisors (94% never). Similar trends are evident in all the question areas.

The business appears to present a very safe atmosphere and underlines the comments above on the security of employment and the agreeable nature of customers and colleagues in general.

6.4.5 Enjoyment / Success

Figure 6.5 Enjoyment/Success



The table above illustrates a generally positive response to the questions around enjoyment and success. Enjoyment gained from work is high (59% very often/always experiencing), positive actions from peers or subordinates is quite high (47% often or always experiencing). A high percentage experience fun at work (58% very or always) and laughter (76% very often or always).

This area of the questionnaire paints a positive picture of working life in the business, enjoying work, having fun and laughter and getting on well with peers and superiors. This reflects the general feeling of the respondents in the interviews. It paints a picture, in general at least, of people who enjoy their work, resulting from the relationships with customers and the general camaraderie of the team if not always the management.

## 6.5 Chapter Summary

This early research has revealed an interesting side to the role of emotions in service operations. Clearly from the responses resulting from the interview and questionnaire, service teams very clearly resonated with the notion of emotions in their roles, many of the responses touching on the notions of Emotional Labour, (Hochschild, 1983), including suggestions of Deep Acting, Surface Acting and emotional intelligence in terms of Self-Awareness and Optimism.

It is apparent how the relationships with, and support, of management and colleagues played a key part in them coping and indeed optimising their own contribution to the emotional experience of their customers. This expression of emotions between colleagues is highlighted by Rafaeli & Sutton, (1989), in a study of waitresses who admitting to feigning friendliness to help them get what they wanted.

These interview results reflect a number of the findings in the literature review. The relationships developed between servers and customers underpin the work on loyalty (Hesket et al, 1997, Reicheld, 1996) discussed on page 21. The recognition of differing customer types discussed on page 144 illustrates how behavioural repertoires (Dobni et al, 1997) play a part in adapting to a range of service situations.

Links between Emotional Intelligence and Emotional Labour are highlighted above and discussed on pages 40-49 and pages 33-40 respective in the literature review.

Some employees gain real self esteem from the role they play in the service encounter, but this still leaves questions of which employees are more inclined to enter into this deeper role, is there something in their own emotional make-up that lends itself to both offering good service and gaining genuine positive feelings as a result of doing so?

And finally what is the role of management in this scenario, what culture, relationships and processes and procedures support servers giving of their best?

This study will build on these questions as it goes on to explore the role of Emotional Labour, and Emotional Intelligence and customer emotions in the service sector.

# **CHAPTER SEVEN**

## **PERFORMANCE OF GENERAL MANAGERS EMOTIONAL INTELLIGENCE, RELATED TO PERFORMANCE OUTPUTS**

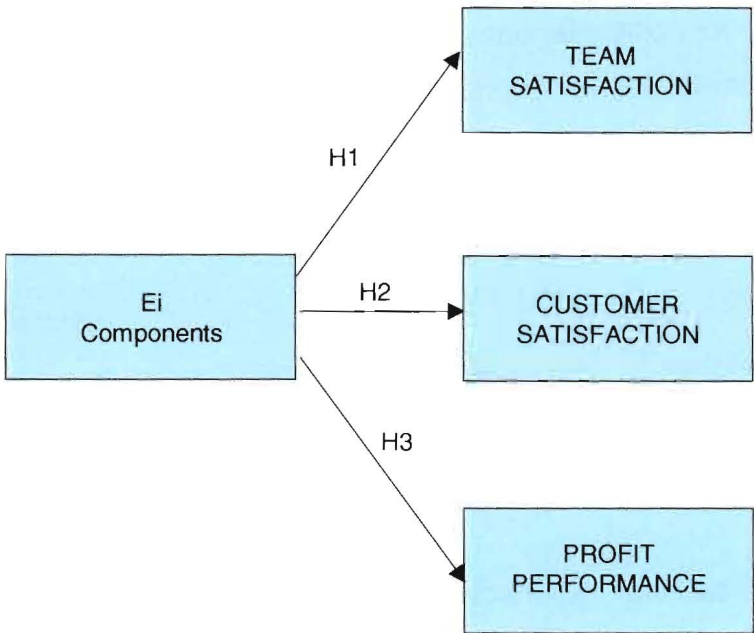
### **7.1 Introduction**

This Chapter describes the research undertaken with a sample of restaurant General Managers. The purpose was to examine the relationship between the emotional competence of the General Manager sample, and their performance in key areas of the businesses they manage.

The relationship between the actions of the General Manager of a typical outlet employing maybe one hundred people, and the nature of the ultimate impact on the customer is clearly a complex one. The literature review describes the notions of empowerment and discretion in service industries as a means to improved performance (Lashley, 1995), and the drive for the creation of service cultures (Leidner, 1993) to enable a level of motivation around a shared vision of great service through good teamwork. These approaches are seen as critical in creating the right conditions for the continued financial health of those operations.

A number of key performance indicators were examined in this study and by assessing the General Manager population with the Bar-On Eqi, the goal was to understand the relationship between the emotional competence of the General Managers and the performance of the outlets under their control.

Figure 7.1 Research Model for Restaurant Managers



The model above illustrates the hypothesis that will be examined in this Chapter, and these are outlined in detail below. The hypothesis that will be examined in this Chapter are displayed below:

Hypothesis	Description
1.	<i>Managerial Emotional Intelligence is positively related to employee satisfaction</i>
2.	<i>Managerial Emotional Intelligence is positively related to customer satisfaction</i>
3.	<i>Managerial Emotional Intelligence is positively related to profit performance</i>

7.2 The Performance Data

In combination with the Bar-On Eqi, a collection of critical performance data was collected on the outlets in the study. This information was used as a measure of overall management performance from three distinct areas of business performance and reflects the balanced scorecard of customer, team

and shareholder (Kaplan & Norton, 1996) measures of the business in the study. These were:

- Profit Performance Data

This was the profit performance (before the allocation of fixed costs), generated by the site in the full year under review, compared to the previous full year performance. This was expressed as a percentage growth figure. The average in the study was 15%

- Team Satisfaction

This was a figure extracted from the company's annual satisfaction survey, (whose structure is based on the Gallup twelve questions, Buckingham & Coffman 1999).

This is expressed as an absolute percentage satisfaction score by individual site, including all respondent employees in that outlet. Average response rates to such surveys are 69%. The average satisfaction score in the study was 90%

- Team Turnover

This figure represents the number of employees who have left the site in a one-year period, divided by the total number of employees in that site, expressed as a percentage. As mentioned in the earlier literature review, these numbers are extremely high in this industry, the average in this sample being 95% per annum.

- Customer (Guest) Satisfaction

The business has a mystery guest programme, which involves the regular periodical visit of people employed by an external agency, visiting the individual sites, posing as regular customers. The numbers quoted are the annualised results of this programme reported by site. The average in the study was 84%



- Appraisal Rating

The annual appraisal rating given to each General Manager in the year under scrutiny is recorded in the data set. This rating is given to General Managers by their immediate line manager, (The Regional Sales Manager) and reflects overall management achievement against a pre-determined set of key tasks, which include specifically three of the four above measures, the exclusion being team satisfaction which is used as supporting data rather than a specific key performance indicator.

### 7.3 The Results

The results in this section deal with the findings relating to the key parameters under investigation in the study.

Table 7.1: Comparison of Mean Eqi Scores between Male (n=109) and Female (n=52) General Managers

Eqi Scales	Male GMs	Female GMs	t-value	p-level (2-tailed)
Total EQ	102.5	104.8	-.96	.339
Self-Regard	98.0	100.5	-.95	.345
Emotional Self-Awareness	101.7	104.3	-.92	.359
Assertiveness	105.1	106.9	-.72	.474
Independence	107.6	108.0	-.20	.840
Self-Actualisation	103.3	99.2	1.62	.106
Empathy	101.5	102.4	-.35	.729
Social Responsibility	99.9	100.7	-.37	.712
Interpersonal Relationship	100.8	103.8	-1.21	.227
Stress Tolerance	105.2	108.6	-1.52	.130
Impulse Control	96.2	96.3	-0.03	.973
Reality-testing	103.5	103.5	0.02	.987
Flexibility	106.1	109.5	-1.36	.176
Problem-solving	102.9	103.8	-0.35	.730
Optimism	98.0	103.1	-2.18	.031 *
Happiness	99.5	103.2	-1.51	.132

\*p<0.005    \*\*p<0.001

Table 7.1 above shows that the mean Eqi scores of the male General Managers and female General Managers do not show any pronounced trends at the total Eqi level or in the Eqi sub-scales, with the exception of Optimism with male General Managers (98.0) and female General Managers (103.1). The scores on Optimism are significant ( $p=.031$ ).

Table 7.2: Comparison of Mean Eqi Scores between Younger ( $n=42$ ) and Older ( $n=39$ ) General Managers based on the Upper and Lower Quartiles of the Population Sample

Eqi Scales	Younger GMs	Older GMs	t-value	p-level (2-tailed)
Total EQ	104.1	104.2	-0.03	.976
Self-Regard	100.1	97.6	.69	.493
Emotional Self-Awareness	100.7	104.4	-1.02	.311
Assertiveness	102.2	108.9	-2.11	.038 *
Independence	109.0	108.4	0.21	.832
Self-actualisation	101.1	103.0	-0.66	.510
Empathy	101.8	102.0	-0.07	.948
Social Responsibility	100.7	100.3	0.18	.859
Interpersonal Relationship	100.9	105.2	-1.50	.139
Stress Tolerance	107.4	104.6	0.93	.356
Impulse Control	98.7	94.7	1.19	.239
Reality-testing	105.2	106.0	-0.25	.801
Flexibility	108.1	106.0	0.65	.519
Problem-solving	104.2	107.8	-1.12	.265
Optimism	100.4	100.1	0.10	.922

\* $p<0.005$  \*\* $p<0.001$

Table 7.2 above does not demonstrate any pronounced trends at the total Eqi level, Younger (104.1), Older (104.2) and the sub-scales are not significantly different with the exception of Assertiveness (Younger, 102.2, Older, 108.9) which is significant ( $p=0.38$ ).

Table 7.3: Comparison of Mean Eqi Scores between the Less Experienced (n=43) and More Experienced (n=41) General Managers Based on the Upper and Lower Quartile of the Population Sample

Eqi Scales	Less Experienced GMs	More Experienced GMs	t-value	p-level (2-tailed)
Total EQ	104.4	100.3	1.32	.191
Self-Regard	101.4	93.3	2.12	.037 *
Emotional Self-Awareness	101.3	103.4	-0.59	.556
Assertiveness	104.2	106.1	-0.66	.512
Independence	110.1	105.5	1.55	.126
Self-Actualisation	102.6	99.9	0.74	.463
Empathy	103.1	100.1	0.89	.377
Social Responsibility	101.0	98.6	0.79	.432
Interpersonal Relationship	103.8	100.6	0.98	.332
Stress Tolerance	106.2	103.0	1.09	.278
Impulse Control	96.8	93.9	0.86	.394
Reality-Testing	102.4	102.5	-0.02	.984
Flexibility	108.0	103.7	1.39	.169
Problem-Solving	103.9	102.9	0.28	.779
Optimism	100.5	97.2	1.00	.320
Happiness	104.2	95.4	2.56	.012 **

\* $p < 0.005$  \*\* $p < 0.001$

Table 7.3 above reveals no overall difference in Eqi between more experienced General Managers (100.3) and less experienced General Managers (104.4). A study of the Eqi sub-scales reveals that less experienced Managers have better Self-Regard (101.4) than their more experienced colleagues (93.3) which is significant ( $p=.037$ ) and are more Happy (104.2) than their more experienced colleagues (95.4) which is significant ( $p=.012$ ).

Table 7.4: Comparison of Profit Growth in Restaurants Managed by Male, (n=109) and Female, (n=52) General Managers

	Male GMs	Female GMs	t-value	p-value
Profit Growth	11.4%	22.3%	-1.90	.060

\* $p < 0.005$  \*\* $p < 0.001$

Table 7.4 above indicates that the restaurants that are managed by female GM's are more profitable, (22.3% profit growth) than their male colleagues, (11.4%), although in this example the difference is not significant.

There is no obvious reason for female managers to be in control of more profitable outlets than their male counterparts, but may well be pointing toward a relationship between the emotional competence of the leader and the concomitant impact on the relationships and atmosphere generated in the outlet under the individual manager's control, albeit there is no independent evidence of this.

Table 7.5: Comparison of Profit Growth in Restaurants Managed by Younger (n=42) and Older, (n=39) General Managers Based on the Upper and Lower Quartiles of the Population Sample

	Younger GMs	Older GMs	t-value	p-value
Profit Growth	20.8%	11.4%	1.05	.298

\* $p < 0.005$  \*\* $p < 0.001$

In table 7.5 above there is no significant difference between the restaurants managed by the younger quartile of GM's and those managed by the older GM's.

Table 7.6: Comparison of Profit Growth of Restaurants Managed by Less Experienced, (n=40), Medium Experience, (n=79) and More Experienced, (n=42) General Managers Based on the Upper and Lower Quartile of the Population Sample

	Less Experienced GMs	Medium Experienced GMs	More Experienced GMs	t-value	p-value (2-tailed)
Profit	31.0%	10.4%	8.1%	6.347	.002 *

\*p<0.005    \*\*p<0.001

From Table 7.6 above, it is interesting to note that the less experienced managers control outlets generating significantly higher profit growth restaurants, (31.0% in profit growth), than the more experienced managers, (8.1%).

Given the conclusion in Table 7.5 above, this may not be an issue of age, but of duration of experience in these roles. This could be a function of burnout having been in the role for an extended length of time. This finding supports empirical (if not statistically proven) findings in the organisation, where the placement of a new manager in an outlet often results in increased revenue and profit performance, often put down to hunger and enthusiasm.

Table 7.7: Comparison of Profit Growth in Restaurants Managed by Low, (n=26) and High, (n=54) Performing Managers Based on Performance Above and Below Average as Rated by Appraisal Measure

	Low Performing GMs	High Performing GMs	t-value	p-value (2-tailed)
Profit	-3.59%	23.6%	-4.22	.000 **

\*p<0.005    \*\*\*p<0.001

In Table 7.7 above, as might be expected, and somewhat in support of the quality of the appraisal rating apportioned by the Regional Sales Manager, the higher performing GMs manage restaurants that are significantly more profitable, (23.6%) than the lower performing ones, (-3.59%).

Table 7.8: Comparison of Profit Growth in Restaurants in Which There Is Low (n=34) and High (n=37) Team Satisfaction Based on the Upper and Lower Quartiles of the Population Sample

	Low Team Satisfaction	High Team Satisfaction	t-value	p-value (2-tailed)
Profit Growth	14.9%	9.07%	0.85	.397

\*p<0.005    \*\*p<0.001

In the table above there is no significant difference between the profit performance of restaurants with greater or lower team satisfaction.

Table 7.9: Comparison of Profit Growth in Restaurants in Which There is Low, (n=41) and High, (n=38) Team Turnover Based on the Upper and Lower Quartiles of the Population Sample

	Low Team Turnover	High Team Turnover	t-value	p (t) (2-tailed)
Profit Growth	16.0%	17.9%	-0.24	.814

\*p<0.005    \*\*p<0.001

Much as was in evidence in Table 7.8, there is no significant difference in the profit growth between restaurants with greater or lesser team turnover. This again is a source of some surprise given the well-documented issues of staff turnover in this industry and the desire of senior management to reduce these numbers of people leaving the business.

Table 7.10: Comparison of Profit Growth in Restaurants in Which There Is Low (n=43) and High (n=40) Customer Satisfaction Based on Upper and Lower Quartiles of the Population Sample

	Low Customer Satisfaction	High Customer Satisfaction	t-value	p (t) (2-tailed)
Profit	10.1%	27.6%	-1.78	.078

\* $p < 0.005$  \*\* $p < 0.001$

Table 7.10 above reveals that the restaurants with higher customer satisfaction are more profitable (27.6%), than the ones with lower customer satisfaction (10.1%). However, the difference is not significant. This is a finding that one might expect from businesses with such a high service exposure and wide choice in the market place for the customer.

Table 7.11: Comparison of Mean Eqi Scores Between General Managers Who Manage Less Profitable Restaurants (n=40), and More Profitable Restaurants (n=35) Based on Upper and Lower Quartiles of the Population Sample

Eqi Scales	Less Profitable	More Profitable	t-value	p-level (2-tailed)
Total EQ	101.3	106.9	-1.79	.079
Self-Regard	98.7	102.0	-1.05	.298
Emotional Self-Awareness	99.6	105.1	-1.54	.129
Assertiveness	102.5	105.9	-1.04	.302
Independence	106.3	111.9	-1.93	.058
Self-Actualisation	99.2	105.5	-1.97	.053
Empathy	100.5	104.5	-1.15	.254
Social Responsibility	98.4	103.1	-1.50	.139
Interpersonal Relationship	102.8	104.9	-0.69	.492
Stress Tolerance	105.0	108.5	-1.11	.269
Impulse Control	96.4	96.4	-0.53	.598
Reality-Testing	101.4	107.1	-1.90	.061
Flexibility	107.8	110.8	-0.91	.366
Problem-Solving	101.0	105.7	-1.27	.208
Optimism	97.9	102.3	-1.33	.189
Happiness	99.9	103.2	-1.09	.281

\*  $p < 0.005$  \*\* $p < 0.001$

Table 7.11 above indicates that the more profitable restaurants are managed by the General Managers with the higher Emotional Intelligence (107) when compared to General Managers who manage less profitable restaurants (101); and the difference between the two approaches is not statistically significant ( $p=.079$ ). The three most important Emotional Intelligence components appear to be Independence (112 versus 106, 1.93,  $p=.058$ ), Reality-Testing (107 versus 101,  $p=.061$ ), and Self-Actualization (106 versus 99,  $p=.053$ ).

#### 7.4 The Major Findings Relating to the Connection Between Emotional Intelligence and the Parameters Studied

Table 7.12: The Emotional Intelligence Regression Model That Best Predicts The Performance of General Managers, [Multiple  $R=.45$ ,  $F=2.44$ ,  $p=.003$ ,  $n=161$ ]

Eqi	Beta	t-value	p-level
Self-Regard	-.053	-.404	.687
Emotional Self-Awareness	.270	2.115	.036 *
Assertiveness	-.041	-.356	.723
Independence	.103	.974	.332
Self-Actualisation	.164	1.324	.188
Empathy	-.218	-1.672	.097
Social Responsibility	.285	2.204	.029 *
Interpersonal Relationship	-.554	-3.721	.000 **
Reality-testing	-.165	-1.334	.184
Flexibility	-.040	-.361	.719
Problem-solving	.047	.454	.650
Stress Tolerance	-.062	-.474	.636
Impulse Control	.026	.281	.779
Optimism	.318	2.624	.010 **
Happiness	.204	1.581	.116

\*  $p<0.005$  \*\* $p<0.001$

The results that appear in Table 7.12 above that Emotional Intelligence is able to predict the performance of the General Manager (as measured by performance appraisal) with a significant degree of accuracy, ( $F=2.44$ ,  $p=.003$ ). Moreover it can be seen that Emotional Intelligence contributes 21%



to this specific type of performance (Regression  $R=.45$ ), this represents a considerable variance.

There are no significant relationships between the major scales of Eqi (Intrapersonal, Interpersonal, Adaptability, Stress Management and General Mood) and management performance as measured by performance appraisal rating.

On this evaluation, the main predictors of managerial performance are Emotional Self-Awareness ( $p=.036$ ), Social Responsibility ( $p=.029$ ), Interpersonal Relationships ( $p=.000$ ) and Optimism ( $p=.010$ ). Looking at the upper quartile of high performing managers, the average high mean scores for the Emotional Intelligence components of this model are as follows:

- Emotional Self-awareness=103
- Social Responsibility=101
- Optimism=99
- Self-actualization=102
- Happiness=101

These findings are developed further in the model illustrated on page 140.

Table 7.13: The Emotional Intelligence Regression Model of General Managers That Best Predicts Team satisfaction, [Multiple R=.33, F=1.07, p=.393, n=161]

Eqi	Beta	t-value	p-level
Self-Regard	-.105	-.743	.459
Emotional Self-Awareness	.086	.622	.535
Assertiveness	-.046	-.360	.719
Independence	.053	.462	.645
Self-Actualisation	.024	.169	.866
Empathy	.069	.497	.620
Social Responsibility	-.131	-.957	.340
Interpersonal Relationship	-.274	-1.650	.101
Reality-testing	.073	.548	.584
Flexibility	.142	1.198	.233
Problem-solving	.086	.753	.453
Stress Tolerance	.184	1.302	.195
Impulse Control	-.164	-1.597	.113
Optimism	.037	.280	.780
Happiness	.038	.262	.794

\*  $p<0.005$     \*\* $p<0.001$

Table 7.13 above indicates that the Emotional Intelligence of the General Manager is able to predict team satisfaction with a reasonable degree of accuracy (F=1.07, p=.393). It can be seen that the General Managers Emotional Intelligence contributes about 10% to team satisfaction (Regression R=.33).

None of the sub-scales of the Eqi scales demonstrate significant relationships with team satisfaction. However, if the model is carried out at the major scale level of the Eqi the following picture emerges.

Table 7.14: The Emotional Intelligence Regression Model of General Managers That Best Predicts Team Satisfaction Using the Major Scales of the Eqi [Multiple R=.25, F=1.95, p=.090, n=161]

Eqi	Beta	t-value	p-level
Intrapersonal	.069	.45	.656
Interpersonal	-.262	-2.12	.036*
Adaptability	.291	2.30	.023*
Stress Management	-.077	-.74	.460
General Mood	.071	.52	.606

\*  $p < 0.005$  \*\*  $p < 0.001$

The table above illustrates that at the major scale level, Adaptability ( $p=.023$ ) and Interpersonal Skills ( $p=.036$ ) are significantly related to team satisfaction.

Looking at the upper quartile, the high mean scores for the Emotional Intelligence components of this model are as follows:

- Flexibility= 113
- Stress Tolerance=108
- Reality-testing=106

These findings are developed further in the model illustrated on page 143.

Table 7.15: The Emotional Intelligence Regression Model of General Managers That Best Predicts Team Turnover [Multiple R=.35, F=1.332, p=.191, n=161]

Eqi	Beta	t-value	p-level
Self-Regard	.057	.423	.673
Emotional Self-Awareness	-.009	-.070	.944
Assertiveness	-.072	-.601	.548
Independence	-.120	-1.088	.279
Self-Actualisation	-.077	-.603	.548
Empathy	-.025	-.191	.849
Social Responsibility	-.017	-.129	.897
Interpersonal Relationship	.211	1.362	.175
Reality-testing	-.020	-.160	.873
Flexibility	-0.99	-.877	.382
Problem-solving	.231	2.185	.031 *
Stress Tolerance	.400	2.982	.003 **
Impulse Control	-.122	-1.277	.204
Optimism	-.160	-1.274	.205
Happiness	-.286	-2.147	.033 *

\*  $p<0.005$     \*\* $p<0.001$

In Table 7.15 above it can be seen that General Managers Emotional Intelligence, can predict team turnover with a moderate degree of accuracy (F=1.332, p=.191). It can be seen that General Managers Emotional Intelligence contributes over 12% to team turnover (Regression R=.35). The main Emotional Intelligence components that predict team turnover performance are Problem Solving (p=.031), Stress Tolerance (p=.003) and Happiness (p= .033).

There are no significant relationships between the major scales of Eqi and team member turnover. Looking at the upper quartile, the high mean scores for the Emotional Intelligence model are as follows:

- Stress Control=107
- Happiness=103
- Assertiveness=106
- Independence=108
- Flexibility=107

The findings are developed further in the model illustrated on page 141.

Table 7.16: The Emotional Intelligence Regression Model of General Managers That Best Predicts Customer Satisfaction, [Multiple R=.35, F=1.34, p=.185, n=161]

Eqi	Beta	t-value	p-level
Self-Regard	.047	.342	.733
Emotional Self-Awareness	-.124	-.929	.355
Assertiveness	.074	.609	.543
Independence	.035	.312	.755
Self-Actualisation	-.144	-1.106	.270
Empathy	-0.23	-.171	.864
Social Responsibility	.106	.799	.426
Interpersonal Relationship	.098	.602	.548
Reality-testing	-.028	-.216	.830
Flexibility	-.005	-.041	.968
Problem-solving	-.056	-.516	.606
Stress Tolerance	-.151	-1.068	.287
Impulse Control	-.078	-.786	.433
Optimism	.252	1.957	.052
Happiness	.210	1.518	.131

\*  $p < 0.005$  \*\*  $p < 0.001$

In Table 7.16 above, it is clear that the General Managers Emotional Intelligence can only predict customer satisfaction to a very moderate degree, (F=1.34, p=.185), It can be seen that the General Managers Emotional Intelligence contributes about 13% to customer satisfaction (Regression R=.35). There are no significant relationships between the sub-scales of Eqi and customer satisfaction. However, if the major scales are examined the following picture emerges:

Table 7.17: The Emotional Intelligence Regression Model of General Managers That Best Predicts Customer Satisfaction Using the Major Scales of the Eqi [Multiple R=.328, F=3.576, p=.090, n=161]

Eqi	Beta	t-value	p-level
Intrapersonal	-.128	-.854	.395
Interpersonal	.111	-.929	.354
Adaptability	-.027	-.223	.824
Stress Management	-.172	-1.71	.088
General Mood	.391	2.494	.004**

\*  $p<0.005$     \*\* $p<0.001$

The table above illustrates a significant relationship between the major scale of Eqi for General Mood ( $p=.004$ ) and Customer Satisfaction.

Looking at the upper quartile, the high mean scores for the Emotional Intelligence model are as follows:

- Assertiveness= 106
- Independence=108
- Flexibility=107
- Stress Tolerance=106

The findings are developed further in the model illustrated on page 143.

Table 7.18: The Emotional Intelligence Regression Model of General Managers That Best Predicts Profit Growth [Multiple R=.30, F=.962, p=.499, n=161]

Eqi	Beta	t-value	p-level
Self-Regard	.138	1.016	.311
Emotional Self-Awareness	-.064	-.480	.632
Assertiveness	-.030	-.247	.805
Independence	.156	1.391	.166
Self-Actualisation	-.052	-.400	.690
Empathy	-.415	-3.061	.003 **
Social Responsibility	.274	2.052	.042 *
Interpersonal Relationship	.202	1.284	.201
Reality-testing	.003	.027	.979
Flexibility	-.019	-.168	.866
Problem-solving	-.043	-.402	.688
Stress Tolerance	-.099	-.723	.471
Impulse Control	-.042	-.427	.670
Optimism	-.003	-.023	.982
Happiness	-.054	-.399	.691

\*  $p < 0.005$  \*\*  $p < 0.001$

The results in Table 7.18 above suggest that General Managers Emotional Intelligence is able to predict profit growth with only a moderate degree of accuracy, (F=.962, p=.499). It can be seen that General Managers Emotional Intelligence contributes around 9% to profit growth, (Regression R=.30). The key Emotional Intelligence competence in predicting profit growth in this model is Social Responsibility (p=.042) and Empathy (p=.003)

There are no significant relationships at the major scale level of the Eqi. Looking at the upper quartile, the high mean scores for the Emotional Intelligence model are as follows:

- Assertiveness=106
- Independence=108
- Flexibility=107
- Stress Control=106

The findings are developed further in the model illustrated on page 142.

7.5 Summary of Regression Analysis

The table below summarises the key findings of the regression analysis on General Managers and the key performance outputs of the outlets under their control.

Table 7.19 Summary of Significant Relationships Between Eqi and General Manager Key Performance Outputs.

Key Performance Indicator	Eqi Sub-Scale	Eqi Major Scale
Appraisal Rating	Self Awareness (p=.036) Social Responsibility (p=.029) Optimism (p=.010) Interpersonal Relationships (p=.000)	None
Team Satisfaction	None	Interpersonal Relationships (p=.036) Adaptability (p=.023)
Team Turnover	Problem Solving (p=.031) Stress Tolerance (p=.003) Happiness (p=.033)	None
Customer Satisfaction	None	General Mood p=.004)
Profit Growth	Social Responsibility (p=.042) Empathy (p=.003)	None

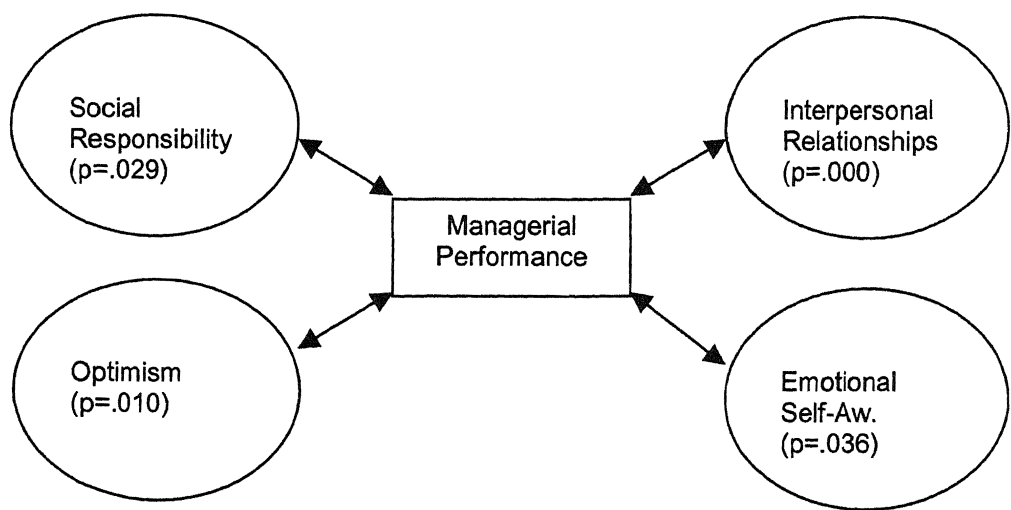
7.6 Chapter Summary & Conclusions

The findings in this particular section of the research indicate that a relationship exists between the Emotional Intelligence of the General Managers in the study, and their key performance results, as measured by the



performance appraisal rating of the manager, satisfaction of the team, the profit output of the units under their control and the satisfaction of the customers. How these findings might relate to the particular environment in the study, and linkage to some of the earlier interview research is described below.

Figure 7.2 Model 1 Overall Managerial Performance



The model above illustrates the Eqi sub-scales that relate significantly to the overall performance of the General Manager as measured by the performance appraisal process (see page 127).

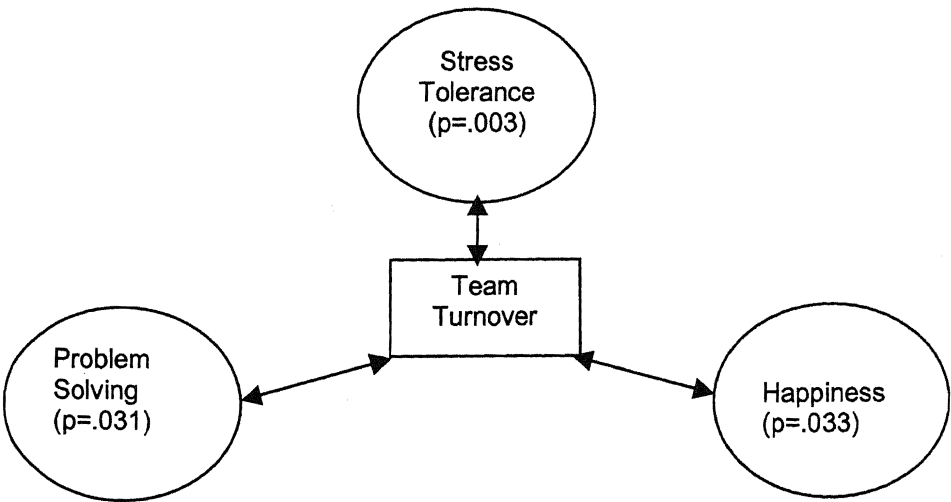
These findings indicate that the performance of the general managers appears to depend on their ability to be aware of and understand their own emotions, (indicated in the Emotional Intelligence model as Emotional Self-Awareness). In much of the literature on Emotional Intelligence, the ability to understand one’s own emotions represents a critical starting point in developing the skills of Emotional Intelligence. Also the ability to maintain good relationships with those around them (Interpersonal Relationships) is key in delivering managerial performance.

Furthermore, the general managers ability to identify with their place of work, the team within the outlet, its role in the local community and possibly the

brand itself are important factors in delivering good performance. The Emotional Intelligence model articulates this as Social Responsibility, this links back to Chapter Six when team-member interviews highlighted the social benefits of working in teams in these outlets. There also may be indications here of the importance of relating to the brand itself, and what it may stand for in the mind of the general manager. The history and heritage of these brands is strongly rooted in the community, (many originating from the local pub market), and very focussed on providing service to a wide range of regulars, albeit more of these are diners rather than pub visitors these days. The other vocational element in these businesses is one of being a restaurateur, which is important to the operators of these units.

The third strong element in this research is the need to be positive and optimistic, and have more of an orientation to look on the brighter side of life. In the Emotional Intelligence model this is measured by Optimism. This again was identified in the responses in the team-member interviews in Chapter Six, where the respondents themselves regarded the ability to remain optimistic as very important.

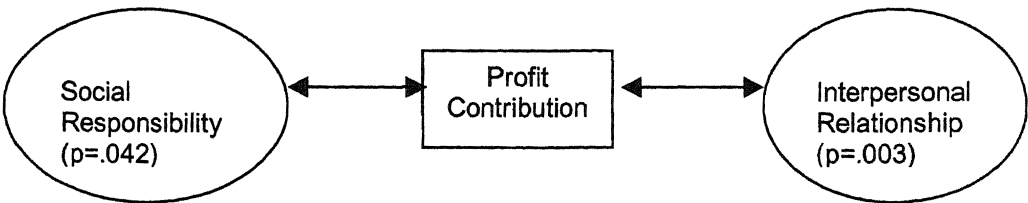
Figure 7.3 Model 2 Team Turnover



The model above illustrates the three Eqi sub-scales that relate significantly to team turnover (see page 128).

The contribution the general manager can make to the minimising of team turnover appears to focus around their ability to effectively control their emotions through stress tolerance. This is supported by the creation of a positive working environment (indicated by Happiness), the manager's ability to solve problems effectively. The ability of management to set clear goals and provide an element of boundary setting was seen as important in the feedback from team-members in Chapter Six, however, in this fast-moving environment, the ability to move with the current issues and challenges without losing control of oneself is seen as an important factor in providing support to the team in stressful times.

Figure 7.4 Model 3 Profit Contribution



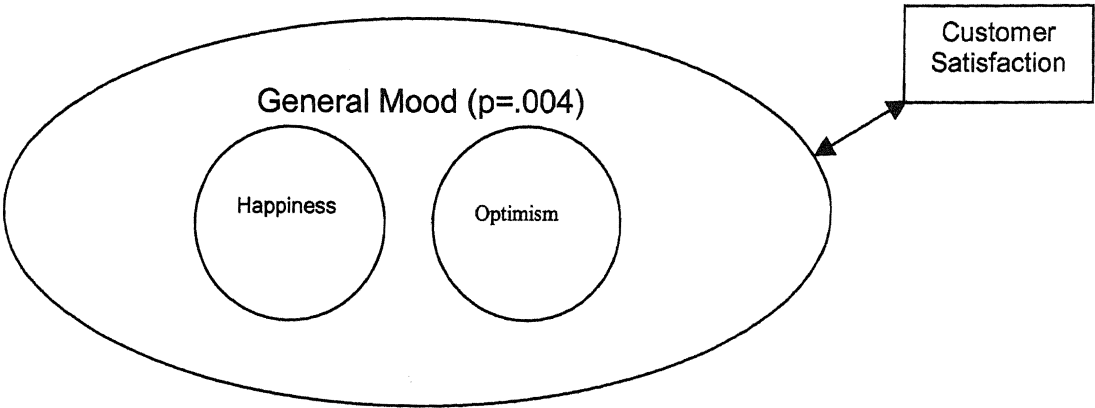
The model above demonstrates the significant relationships between the two Eqi sub-scales of Empathy and Social Responsibility and profit growth in the outlet under the general managers day-to-day control.

The delivery of positive profit contribution is clearly a complex combination of a number of factors. These factors are clearly inter-related, and related to the general manager themselves. There is a level of commonality in that each general manager is provided with a physical resource, (the building and equipment itself), albeit this can be variable by age and condition. The support provided by the brand itself is common in terms of the high level image and internal attributes such as uniforms, menus, pricing structures and training methodologies, however the general managers do have control of their recruitment processes, the delivery of training approaches, and the internal communications and reward and recognition processes in the outlets. These are critical determinants of team satisfaction, which in turn will influence to

some extent the potential of employees to leave the business and impact team turnover, and ultimately the quality of service quality delivery.

This section of the study has highlighted how the role of emotions can influence these key areas. The role of Emotional Intelligence in influencing profit performance is seen particularly in the presence of Social Responsibility, describing the role of the business in the lives of the employees, the community and the identification with the brand itself. The ability to understand the emotions of those around them (Empathy) is so an important factor in building profit performance.

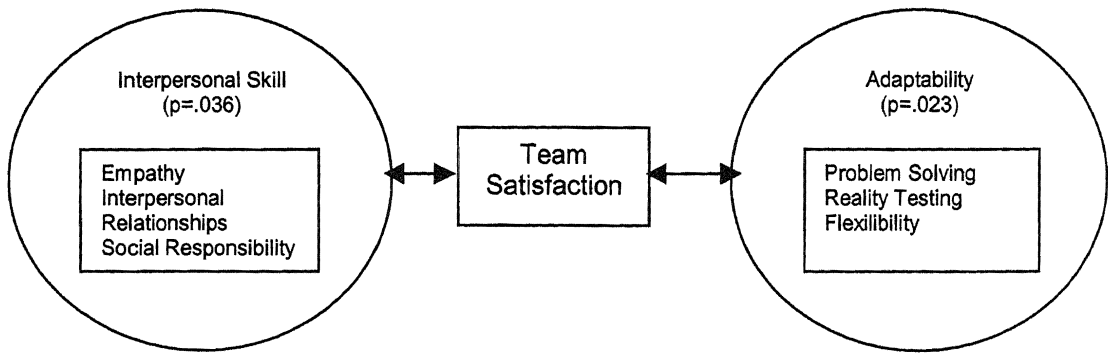
Figure 7.5 Model 4 Customer Satisfaction



The model above illustrates the significant relationship between the major scale of General Mood and Customer Satisfaction, the sub-scales of which are Happiness and Optimism.

The ability to project a happy and optimistic outlook would seem to be beneficial in the development of customer satisfaction. The likelihood is that these attributes have a greater impact on the server team who offer the service directly to the customer than the customers themselves, where personal service from the manager would be a very small share of total customer interactions.

Figure 7.6 Model 5 Team Satisfaction



The figure above illustrates the significant relationship between the major scales of Eqi of Interpersonal Skills (p=.036), Adapablity (p=.023) and Team Satisfaction. The sub-scales that make up each of these major scales are indicated in the diagram.

The ability to relate well to the team through a set of emotional competencies would seem to be beneficial in developing good relations with the team, this combined with the ability to be adaptable in the face of the fluctuating demands of the job would appear to be positive in developing the satisfaction of the team overall.

In Chapter Six, employees highlighted the relationships with General Managers and their support management team as influential in their perception of support for the roles they played in offering good service to their customers.

7.7 Summary of Hypothesis Testing H1-H3

Table 7.20 Table of Hypothesis Testing H1 to H3

H1	Managerial Emotional Intelligence is positively related to employee satisfaction	Supported
H2	Managerial Emotional Intelligence is positively related to customer satisfaction	Supported
H3	Managerial Emotional Intelligence is positively related to profit performance	Supported

# **CHAPTER EIGHT**

## **PERFORMANCE OF FRONT-LINE SERVERS IN RELATION TO EMOTIONAL INTELLIGENCE, EMOTIONAL LABOUR**

### **8.1 Introduction**

This Chapter describes the first stage of research carried out with front-line servers, with a view to understanding the emotional competencies of the server team, as measured by the Bar-On Eqi and the relationship between the servers Emotional Intelligence and their expression of Emotional Labour as measured by the Brotheridge & Lee (1998) Emotional Labour Scale.

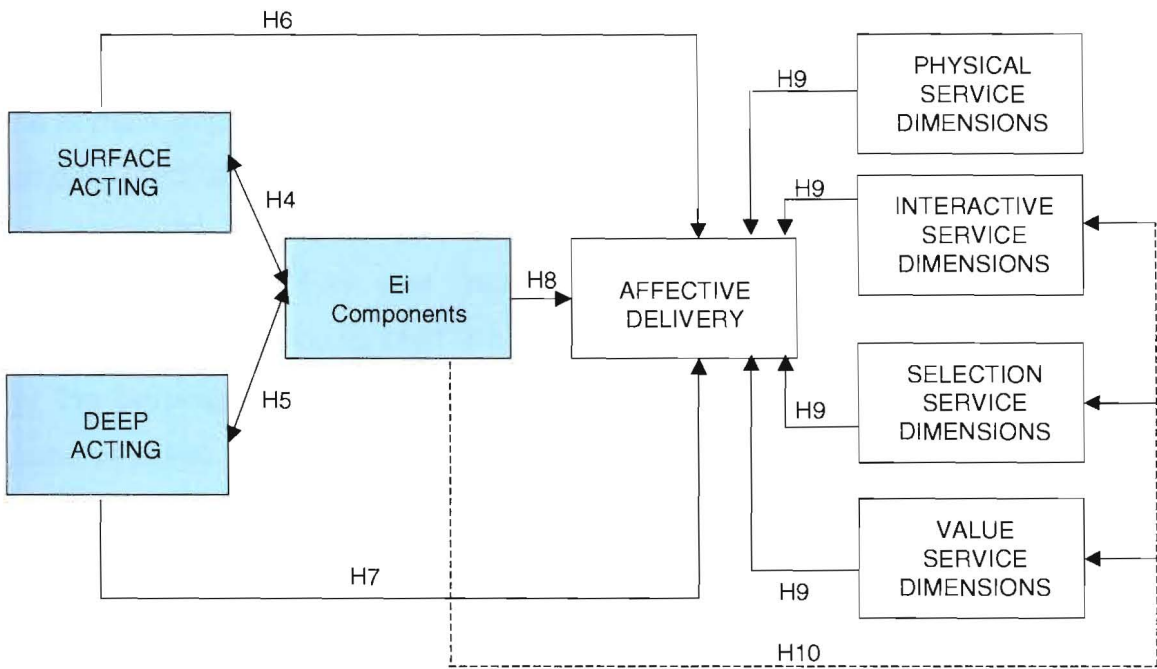
In this section the concept of Emotional Labour (Hochschild, 1983) is brought into the analysis. This builds on the research in the literature, pioneered by Hochschild, who examined the impact of Emotional Labour on the individuals working in the airline industry and debt collection field in particular which was covered in the literature review on pages 33-40. In taking Emotional Labour into a wider range of service environments, it is worth reviewing briefly the work that researchers have conducted to date in the area of Emotional Labour and service quality delivery in order to understand the potential effect of surface acting and deep acting on the delivery of service. An outline of some of the studies is listed below:

Table 8.1 Outline of Studies in Emotional Labour

Article	Field of Study	Reference
When the show must go on: Surface and Deep Acting as Determinants of Emotional Exhaustion and Peer-Rated Service Delivery	Clerical workers	A.A. Grandey (2003)
Emotional Labour: a Comparison Between Fast Food and Traditional Service Work	Fast food restaurant and silver-service restaurant	D. Seymour (2000)
The Disneyization of Society	The Disney Organisation	A. Bryman (1999)
Customer Responses to Emotional Labour In Discrete and Relational Service Exchange	Hotel Industry	K. Grayson (1998)
Emotional Labour in Public Houses: Reflections on a Pilot Study	Public Houses	D. Seymour (2002)

It is apparent from the table above that work has been conducted in the hospitality field in general, but there is no evidence of research being conducted in the full service restaurant business, apart from the work of Seymour (2000), which was aimed at a much more upmarket sector of the restaurant business. This Chapter will focus on the hypotheses listed below and highlighted in the hypotheses map.

Figure 8.1 Hypotheses Map



The hypothesis investigated in this section are displayed below:

Hypothesis 4: Interpersonal and Intrapersonal Emotional Intelligence skills are negatively related to surface acting
Hypothesis 5: Interpersonal and Intrapersonal Emotional Intelligence skills are positively related to deep acting

This element of the research is structured as follows:

- Section 8.5 examines the mean scores developed through the use of the Bar-on Eqi from the perspective of age and gender.
- Section 8.6 then continues by exploring the significance of the relationships of the server and management populations from an Eqi perspective.
- Section 8.7 examines the outputs of the ELS, with a particular emphasis around the questions exploring the concepts of surface and deep acting.



- Finally in section 8.8, the outputs of the Eqi study and the ELS questionnaire are brought together to examine any significant relationships between the two constructs.

## **8.2 The Sample Group**

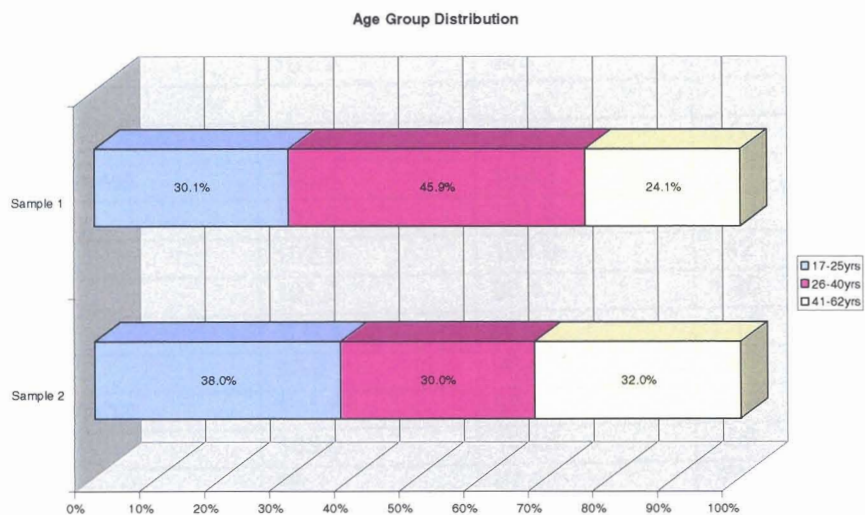
The sample population in this section represents the combination of the two samples (section 4.4.3) used in gathering customer feedback data, sample one consisted of the group that administered the full Gang & Gang Resonance survey which was discussed in Chapter 4, the second sample were the group that conducted the revised customer comment card survey. For the purposes of the analysis on Emotional Intelligence and Emotional Labour, the two groups were combined, (n= 169); 14 records from the original group (n=183) were eliminated at this stage due to non-completion of the ELS.

The initial sample group consisted servers employed in the two brands, Beefeater and Out & Out restaurants, both brands being part of the Whitbread Restaurant Division.

The final numbers of Eqi and Emotional Labour surveys used was 169. The group consisted of 143 females and 26 males, which are broadly representative of the gender mix in this role in these businesses, (the actual mix in the employee population is 88% female to 12% male). The age range was from 17 years to 62 years, with average age 32 years 11 months.

As was illustrated in Chapter Four, this second sample had some different attributes in terms of the age profile of the respondents; this is an important distinction particularly in looking at the Emotional Intelligence profiles of the groups of servers. Research described earlier in this study highlight the differences in Emotional Intelligence performance affected by age.

Figure 8.2 Age Group Distribution



The graph above highlights the key distinctions showing a greater percentage of the sample in the younger and older group, and less in the middle age group.

The *t*-test in Table 8.2 investigates the significance of these differences.

8.3 Comparisons of the Two Samples Egi Scores

Acknowledging the differences in the make-up of the two sample groups, particularly from the perspective of age profile, the two groups are compared below to ensure consistency between the two groups.

Table 8.2: Comparison of Eqi Scores of Servers in Sample 1 (n=133) & Sample 2 (n=50)

Eqi Scales	Mean Eqi Scores Sample 1	Mean Eqi Scores Sample 2	t-value	p-value (2-tailed)
Total EQ	101.9	98.7	1.47	.144
Self-Regard	100.6	98.2	1.03	.304
Emotional Self-Awareness	103.4	100.3	1.27	.204
Assertiveness	101.4	101.0	.19	.844
Independence	102.9	103.9	-.42	.673
Self-actualisation	101.2	98.4	1.25	.212
Empathy	100.3	97.5	1.13	.261
Social Responsibility	98.6	96.5	.86	.389
Interpersonal Relationship	104.8	99.5	2.43	.016*
Stress Tolerance	103.0	103.3	-.09	.921
Impulse Control	99.1	97.4	.74	.461
Reality-testing	102.5	100.3	.92	.359
Flexibility	103.7	102.0	.77	.441
Problem-solving	100.4	100.5	-.09	.928
Optimism	97.6	96.1	.67	.500
Happiness	104.1	98.9	2.55	.011*

\*p<0.005    \*\*p<0.001

The table above would indicate that whilst the two groups differ in make-up in age profile, there are no significant differences in terms of total Eqi, however, there are significant differences at the sub-scale on Interpersonal Relationships ( $p=.016$ ) and Happiness ( $p=.011$ ). The mean scores demonstrate higher scores in sample one (n=133) in both cases.

This is possibly a consequence of the reduced number of participants in the middle-age group in sample two. However, the two samples are combined for the remainder of this study, which should mitigate this difference.

8.4 Procedure

The sample groups, (n=169), were asked to complete two survey questionnaires, the Bar-on Emotional Quotient Inventory (Eqi), and a survey on Emotional Labour instrument.

All responses were voluntary, and the responses were treated confidentially using a number system to protect individual confidentiality.

Completed Eqi returns were input into a customised software package supplied by MHS of Toronto, Canada.

The Emotional Labour responses were entered into an excel spreadsheet, along with the Eqi results to enable statistical analysis to be conducted on the sample.

### **8.5 The Bar-On Eqi**

The Bar-on Eqi has been extensively described in Chapter 4 and proved equally applicable to this group of employees as it did with the General Managers who participated in that stage of the study, in fact the managers awareness and prior use of the instrument was advantageous in that they could give confidence to the servers in how the technique was administered.

### **8.6 Server Eqi Overall Results**

The results below describe the mean Eqi scores obtained by administering the Eqi with the sample servers (n=169)

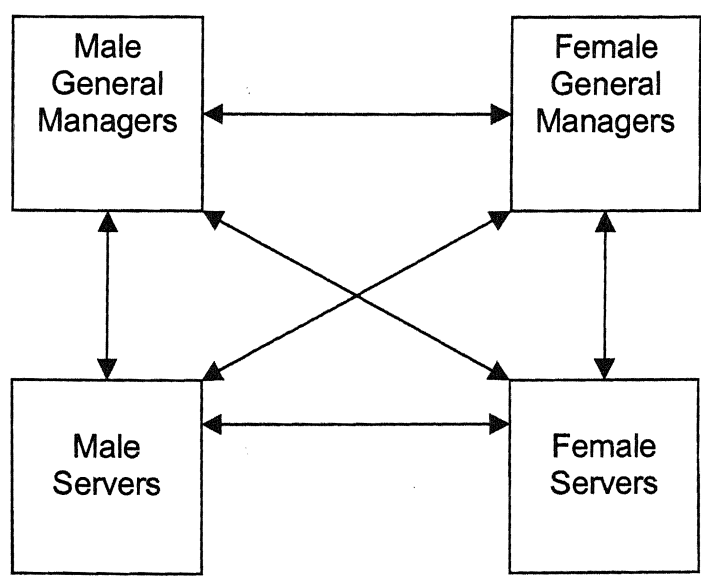
In Chapter Six the General Manager population was analysed from a number of different perspectives using a range of variables to understand the impact of Emotional Intelligence on various performance indicators. This methodology will be broadly adopted with the server population in this Chapter and subsequent analysis with customer response data in the next Chapter.

With the availability of data from General Managers and servers available, the following model has been devised to compare from a gendered perspective the differences in the four groups under examination, male General Managers, male servers, female General Managers and female servers.

In earlier commentary it has been noted that whilst Eqi scores at total level do not vary from a gendered perspective, there are differences at the sub-scale level, particularly in areas that might impact the type of relationships in the sector under review. In addition, the findings in Chapter Six regarding the differential performance in the General Manager group on certain key performance indicators suggests that the relationships described below are worthy of some analysis.

The figure below describes how this analysis is developed to explore the six dimensions of Eqi scoring with the four key groups in the study.

Figure 8.3 Description of the Comparisons Made to Examine the Mean Eqi Scores of General Managers and Servers by Gender



The following tables examine the six relationships illustrated above with accompanying commentary.

The table below was contained in the previous Chapter but is repeated below for completeness.

Table 8.3: Comparison of Mean Eqi Scores between Male (n=109) and Female (n=52) General Managers

Eqi Scales	Male GM's	Female GM's	t-value	p-level (2-tailed)
Total EQ	102.5	104.8	-.96	.339
Self-Regard	98.0	100.5	-.95	.345
Emotional Self-Awareness	101.7	104.3	-.92	.359
Assertiveness	105.1	106.9	-.72	.474
Independence	107.6	108.0	-.20	.840
Self-Actualisation	103.3	99.2	1.62	.106
Empathy	101.5	102.4	-.35	.729
Social Responsibility	99.9	100.7	-.37	.712
Interpersonal Relationship	100.8	103.8	-1.21	.227
Stress Tolerance	105.2	108.6	-1.52	.130
Impulse Control	96.2	96.3	-0.03	.973
Reality-Testing	103.5	103.5	0.02	.987
Flexibility	106.1	109.5	-1.36	.176
Problem-Solving	102.9	103.8	-0.35	.730
Optimism	98.0	103.1	-2.18	.031*
Happiness	99.5	103.2	-1.51	.132

\* $p < 0.005$     \*\* $p < 0.001$

Table 8.3 above indicates at the General Manager level that there are no significant differences between the mean total Eqi of males and females, and at the subscale level, only Optimism ( $p=.031$ ) reveals any notable differences, (as reported in Chapter Six).

Table 8.4: Comparison of Mean Eqi Scores of Female Servers (n=155) to Mean Eqi Scores of Female General Manager Population (n=52)

Eqi Scales	Mean Eqi Scores of Female Servers	Mean Eqi Scores of Female General Managers	t-value	p-level (2-tailed)
Total EQ	100.5	104.8	1.91	.057
Self-Regard	99.5	100.5	0.43	.666
Emotional Self-Awareness	102.4	104.3	0.76	.463
Assertiveness	101.6	106.9	2.29	.023*
Independence	102.9	108.0	2.23	.027*
Self-Actualisation	99.6	99.2	-0.13	.894
Empathy	99.4	102.4	1.13	.257
Social Responsibility	98.2	100.7	1.08	.281
Interpersonal Relationship	103.0	103.8	0.34	.733
Stress Tolerance	102.7	108.6	2.69	.008**
Impulse Control	97.4	96.3	-0.49	.620
Reality-Testing	102.2	103.5	0.55	.583
Flexibility	101.9	109.5	3.28	.001**
Problem-Solving	99.5	103.8	1.97	.050
Optimism	96.4	103.1	3.03	.003**
Happiness	102.5	103.2	0.33	.743

\* $p < 0.005$     \*\* $p < 0.001$

Turning to comparisons of the female population in the new sample, there is a notable difference in the total mean Eqi of the female servers and the female General Managers, ( $p = .057$ ), although not significant, with the female General Managers demonstrating higher mean Eqi scores (104.8) versus female servers (100.5).

At the subscale level, the differences in the genders become much more pronounced, and in all the significant observations the female General Managers are scoring more highly than their server colleagues.

The Assertiveness of the female servers is notably lower than their General Manager counterparts ( $p = .023$ ), with female General Managers Eqi score (106.9), versus the server (101.6).

The Independence Eqi score of the sample shows notable difference ( $p=.027$ ), with female General Managers Eqi score (108.0), versus the server (102.9).

The Stress Tolerance score of the sample shows significant difference ( $p=.008$ ), with female General Managers Eqi score (108.6), versus the server (102.7).

The Flexibility score of the sample shows significant difference ( $p=.001$ ), with female General Managers Eqi score (109.5), versus the server (101.9).

Finally, the Optimism score shows significant difference ( $p=.003$ ), with the female General Managers achieving significantly higher scores (103.1), versus the female server population (96.4).

The next table examines the comparison of the male General Manager population with their male server colleagues.



Table 8.5: Comparison of Mean Eqi Scores of Male Servers (n=28) to Mean Eqi Scores of Male General Manager Population (n=109)

Eqi Scales	Mean Eqi Scores of Male Servers	Mean Eqi Scores of Male General Managers	t-value	p-level (2-tailed)
Total EQ	105.1	102.5	-0.92	.358
Self-Regard	100.6	98.0	-0.76	.444
Emotional Self-Awareness	103.3	101.7	-0.47	.637
Assertiveness	100.5	105.1	1.46	.146
Independence	105.1	107.6	0.86	.390
Self-Actualisation	105.1	103.3	-0.63	.506
Empathy	101.7	101.5	-0.09	.927
Social Responsibility	98.7	99.9	0.42	.674
Interpersonal Relationship	105.6	100.8	-0.92	.100
Stress Tolerance	105.3	105.2	-0.36	.971
Impulse Control	105.6	96.2	-2.87	.005**
Reality-Testing	102.9	103.5	0.20	.841
Flexibility	110.2	106.1	-1.28	.201
Problem-Solving	104.9	102.9	-0.57	.567
Optimism	101.8	98.0	-1.29	.197
Happiness	105.4	99.5	-1.93	.055

\*p<0.005    \*\*p<0.001

In comparing the mean scores of the male population in the study, there are less significant differences that in the comparable female group.

There is no significant difference between the two groups at the total Eqi level, and in the sub-scales there is just one area where the differences are noteworthy. These are in the areas of Impulse Control where there is a significant difference (*p*=.005), with the server population scoring more highly (105.6) versus the General Manager group (96.2).

The fourth area of examination is the relationship between the comparative male and female populations at the server level, the table below illustrates the outcome of this analysis.

Table 8.6: Comparison of Mean Eqi Scores of Male Servers (n=28) to Mean Eqi Scores of Female Servers Population (n=155)

Eqi Scales	Mean Eqi Scores of Male Servers	Mean Eqi Scores of Female Servers	t-value	p-level (2-tailed)
Total EQ	105.1	100.5	1.682	.094
Self-Regard	100.6	99.5	.388	.669
Emotional Self-Awareness	103.3	102.4	.288	.774
Assertiveness	100.5	101.6	-.354	.723
Independence	105.1	102.9	.709	.479
Self-Actualisation	105.1	99.6	1.98	.049*
Empathy	101.7	99.4	.737	.462
Social Responsibility	98.7	98.2	.154	.878
Interpersonal Relationship	105.6	103.0	.918	.360
Stress Tolerance	105.3	102.7	.876	.016*
Impulse Control	105.6	97.4	2.795	.006**
Reality-Testing	102.9	102.2	.250	.803
Flexibility	110.2	101.9	2.78	.006**
Problem-Solving	104.9	99.5	1.90	.059
Optimism	101.8	96.4	1.909	.058
Happiness	105.4	102.5	1.095	.275

\* $p < 0.005$     \*\* $p < 0.001$

Examining the comparative scores of the server population, it is clear that there is no significant difference between the two groups at the total Eqi level, however, there are significant differences at the sub-scale level.

In terms of Impulse Control, there is significant difference between the two groups ( $p = .006$ ) with the male population scoring more highly (105.6) than the female server population (97.4).

The second area of significant difference is that of Flexibility ( $p = .006$ ), with the male servers again scoring more highly (110.2) than their female counterparts (101.9).

The third area of significant difference is in Stress Tolerance ( $p=.016$ ) with male servers scoring more highly (105.3) than their female counterparts (102.7).

The final area of significant difference is in the area of Self-Actualisation ( $p=.049$ ) with male servers scoring more highly (105.1) than their female counterparts (99.6).

The final two areas of this section of the study, examine the comparisons between the genders at the two levels of the organisations. The first is illustrated in the table below:

Table 8.7: Comparison of Mean Eqi Scores of Male Servers (n=28) to Mean Eqi Scores of Female General Managers (n=52)

Eqi Scales	Mean Eqi Scores of Male Servers	Mean Eqi Scores of Female General Managers	t-value	p-level (2-tailed)
Total EQ	105.1	104.8	-.105	.917
Self-Regard	100.6	100.5	-.049	.961
Emotional Self-Awareness	103.3	104.3	.238	.831
Assertiveness	100.5	106.9	1.782	.079
Independence	105.1	108.0	.949	.346
Self-Actualisation	105.1	99.2	-1.513	.134
Empathy	101.7	102.4	.168	.867
Social Responsibility	98.7	100.7	.616	.540
Interpersonal Relationship	105.6	103.8	-.532	.596
Stress Tolerance	105.3	108.6	1.108	.271
Impulse Control	105.6	96.3	-2.960	.004**
Reality-Testing	102.9	103.5	.154	.878
Flexibility	110.2	109.5	-.211	.834
Problem-Solving	104.9	103.8	-.300	.765
Optimism	101.8	103.1	.426	.671
Happiness	105.4	103.2	-.781	.437

\* $p<0.005$     \*\* $p<0.001$

In comparing the male server population with the female General Manager population, there are few significant differences. At the total Eqi level there are no significant differences, and only at one of the sub-scale levels is there a significant difference, that is in the area of Impulse Control ( $p=.004$ ), where the male servers score more highly (105.6) versus the female managers (96.3).

The final table in this section compares the female severs with the male General Managers.

Table 8.8: Comparison of Mean Eqi Scores of Female Servers (n=155) to Mean Eqi Scores of Male General Managers (n=109)

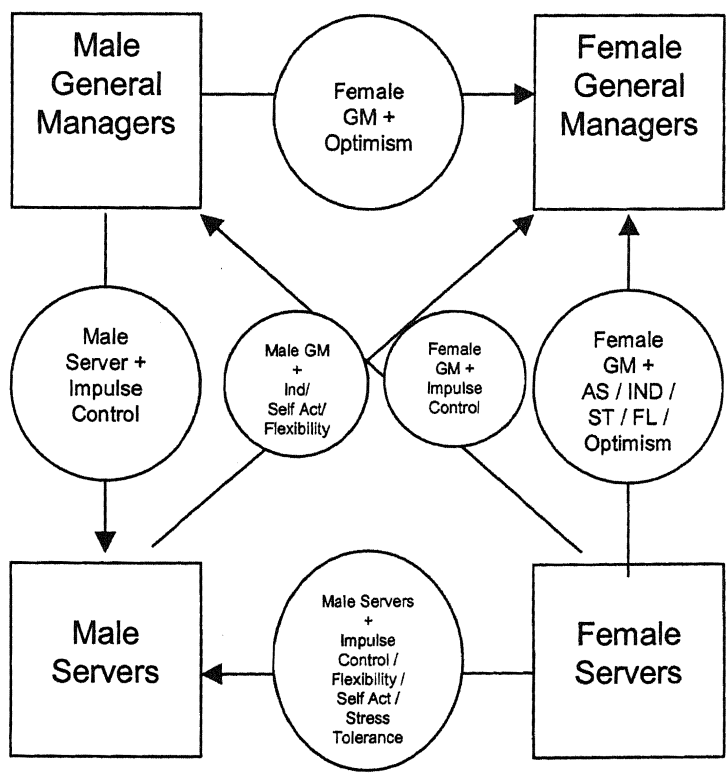
Eqi Scales	Mean Eqi Scores of Female Servers	Mean Eqi Scores of Male General Managers	t-value	p-level (2-tailed)
Total EQ	100.5	102.5	1.171	.243
Self-Regard	99.5	98.0	-.816	.416
Emotional Self-Awareness	102.4	101.7	-.388	.698
Assertiveness	101.6	105.1	1.963	.051
Independence	102.9	107.6	2.264	.009**
Self-Actualisation	99.6	103.3	2.213	.028*
Empathy	99.4	101.5	1.104	.271
Social Responsibility	98.2	99.9	.948	.344
Interpersonal Relationship	103.0	100.8	-1.247	.214
Stress Tolerance	102.7	105.2	1.402	.162
Impulse Control	97.4	96.2	-.643	.521
Reality-Testing	102.2	103.5	.758	.449
Flexibility	101.9	106.1	2.217	.027*
Problem-Solving	99.5	102.9	1.863	.064
Optimism	96.4	98.0	.901	.368
Happiness	102.5	99.5	-1.674	.095

\* $p<0.005$     \*\* $p<0.001$

In table 8.8 above there are no significant differences revealed between the female server population and the male General Managers at the total Eqi level, however three of the sub-scales demonstrate significant differences. These are in the area of Independence ( $p= .009$ ), Self-Actualisation ( $p=.028$ ),

and Flexibility ( $p=.027$ ). Comparing the scores at the mean level it emerges that in the area of Independence male General Managers score more highly (107.6) than the female server population (102.9), in Self-Actualisation male General Managers score more highly (103.3) than the female servers, and in Flexibility male General Managers score more highly (106.1) than the female servers (101.9). The results of the six levels of analysis are summarised below on the model used earlier in this section.

Figure 8.4 Directional Relationship of Emotional Intelligence Competencies by Role and Gender



The model above demonstrates some significant findings in terms of the different operating groups in the service environment described in this study. In this comparative study, there is a strong positive emotional competence bias toward the female General Manager population versus all other groups in the study. In the figure above female General Managers demonstrate superior Optimism versus both their male counterparts and female servers and superior scores on General Mood (which is the major Eqi scale that includes Optimism and Happiness) than the male servers. The comparisons with the

female server group and female General Managers reveals a number of areas of superior performance these being General Mood, Assertiveness, Independence, Stress Control, Flexibility and Optimism. The other area of note is the bias toward the male server population versus the male General Managers and their female server counterparts. Male servers demonstrate superior scores on Impulse Control than both female servers and male General Managers and Impulse Control, Flexibility, Self-Actualisation and Stress Tolerance versus the female servers. What might this mean for the service environment under review in this research?

These outlets have a strong male bias at the General Manager level, where males represent around two-thirds of the management population. In stark contrast, the female server population makes up the majority of the workforce at the front-line level: 88% of employees at this level are female.

The male servers are more aligned to the female General Management group in terms of emotional competence than either their female counterparts or the male General Manager population, this comparison showing little significant difference on Eqi Sub components. Likewise the female servers demonstrate less areas of significant difference to the male General Managers than the other groups.

The picture of the male General Manager population shows a stronger leaning toward Independence, but less so to the dispositional dimensions of Optimism versus the female managers and Impulse Control and Flexibility compared to their male servers, which may say something about the historical culture that plays out in the outlet where traditionally a male General Manager is operating in a very controlling way. It is also worth noting that the areas of disposition were key in building a model for overall management success, specifically Optimism and Happiness.

Examining the Eqi scores by role by gender has thrown up some very interesting and significant findings, especially the contrasting emotional competences of males and females by role. These findings raise some key

issues in terms of the alignment of the teams at outlet level in terms of how the team work together to achieve the goals of the operation. Whilst there will always be a range of emotional competencies in any given team, and indeed this blend is probably healthy for the make-up of the team in terms of individuals being able to support other team-members were they possess particular emotional skills, the significance and direction of the differences in these groups is quite striking, particularly if some of the key competencies are critical in the delivery of service outcomes. There is no evidence in the service sector that any consideration of emotional competence is factored into recruitment, development or measurement processes, and certainly not at the relatively sophisticated level of role, gender and team blend.

## **8.7 Server Emotional Labour Results**

This section represents the third stage of analysis in this section by focussing on the Emotional Labour Results using the ELS survey which was carried out on the total server group (n=169).

### **8.7.1. Mean ELS Scores**

These will be examined using the mean scores from the ELS, and from a gender and age perspective to detect any significant differences in these groups within the population.

Table 8.9 Key To ELS Questions

	<u>Duration</u>	<u>Measure</u>
1.	A typical interaction I have with a customer takes about ----- minutes	Number of minutes
	<u>Frequency</u>	
2.	Display specific emotions required by your job	Rating Scale 1-5
5.	Adopt certain emotions required as part of your job	Rating Scale 1-5
7.	Express particular emotions needed for your job	Rating Scale 1-5
	<u>Intensity</u>	
9.	Express intense emotions	Rating Scale 1-5
3.	Show some strong emotions	Rating Scale 1-5
	<u>Variety</u>	
6.	Display many different kinds of emotions	Rating Scale 1-5
11.	Express many different emotions	Rating Scale 1-5
13.	Display many different emotions when interacting with others	Rating Scale 1-5
	<u>Surface Acting</u>	
12.	Resist expressing my true feelings	Rating Scale 1-5
14.	Pretend to have emotions that I don't really have	Rating Scale 1-5
8.	Hide my true feelings about a situation	Rating Scale 1-5
	<u>Deep Acting</u>	
4.	Make an effort to actually feel the emotions that I need to display to others	Rating Scale 1-5
15.	Try to actually experience the emotions that I must show	Rating Scale 1-5
10.	Really try to feel the emotions I have to show as part of my job	Rating Scale 1-5

The table above illustrates the questions on the ELS indicating the grouping of the questions under the headings of Duration, Frequency, Intensity, Variety, Surface Acting and Deep Acting.



The table also demonstrates the measurement process for each question, duration being measured in minutes, the remainder on a rating scale of:

- 1-Never
- 2-Rarely
- 3-Sometimes
- 4-Often
- 5-Always

Table 8.10: Mean Comparisons Of ELS Scores By Gender (Females n=143, Males n=26)

Question	Gender	Mean	Std Deviation
Q1 A typical interaction I have with a customer takes about ---- <b>minutes</b>	Female	13.18	17.555
	Male	11.63	14.731
Q2 Display specific emotions required by your job	Female	4.23	.688
	Male	3.88	.711
Q5 Adopt certain emotions required as part of your job	Female	2.59	1.022
	Male	2.42	.703
Q7 Express particular emotions needed for your job	Female	3.19	.987
	Male	3.26	.961
Q9 Express intense emotions	Female	3.42	.800
	Male	3.11	.908
Q3 Show some strong emotions	Female	4.06	.747
	Male	3.36	.587
Q6 Display many different kinds of emotions	Female	2.55	.931
	Male	2.61	.803
Q11 Express many different emotions	Female	2.26	1.054
	Male	2.50	1.067
Q13 Display many different emotions when interacting with others	Female	3.46	1.005
	Male	3.50	.860
Q12 Resist expressing my true feelings	Female	2.88	.972
	Male	2.76	.951
Q14 Pretend to have emotions that I don't really have	Female	3.27	1.029
	Male	3.11	.765
Q8 Hide my true feelings about a situation	Female	3.03	.974
	Male	2.80	.749
Q4 Make an effort to actually feel the emotions that I need to display to others	Female	4.11	.773
	Male	3.96	.598
Q15 Try to actually experience the emotions that I must show	Female	3.57	1.044
	Male	3.30	.970
Q10 Really try to feel the emotions I have to show as part of my job	Female	3.00	.975
	Male	2.96	.999

The highest mean score is clearly for the minutes spent in the service interaction (female 13.18 minutes, male 11.63 minutes) this has proven to be unreliable in previous research by the author, with server estimated timings tending to exaggerate the real time involved in direct contact with the customer. Previous research by the author in timed observation studies, has found this figure to be nearer to 3 minutes than the mean above which puts it somewhere between 11 minutes and 13 minutes. Interaction timing (Q1) is not used to underpin any observations in this study.

### 8.7.2 Significance of Gender in ELS Scores

The study now goes on to examine the significant statistical differences between the male and female populations.

Table 8.11: Comparison Of ELS Scores By Gender By Independent Samples Tests. (Females n=143, Males n=26)

Question	t-value	p-value (2-tailed)
Q1	.423	.673
Q2	2.345	.020*
Q3	1.944	.054
Q4	.984	.327
Q5	.819	.414
Q6	-.287	.774
Q7	-.350	.727
Q8	1.129	.260
Q9	1.785	.076
Q10	.218	.828
Q11	01.040	.300
Q12	.575	.566
Q13	-.183	.855
Q14	.742	.459
Q15	1.206	.230

\*p<0.005    \*\*p<0.001

The table above indicates there are no significant differences in ELS scores by gender, with the exception of Q2 Display specific emotions required by your job demonstrating a significant difference ( $p=.020$ )

**8.7.3 Focus on Surface Acting and Deep Acting**

The study now begins to focus on the two key constructs in the ELS that are of particular interest in the investigation into the role of emotions in the service encounter, that is Surface Acting and Deep Acting. This is developed by extracting the specific questions in the ELS that support these two constructs:

Table 8.12: Surface Acting Questions

Q12	Resist expressing my true feelings
Q14	Pretend to have emotions that I don't really have
Q8	Hide my true feelings about a situation

Table 8.13: Deep Acting Questions

4.	Make an effort to actually feel the emotions that I need to display to others
15.	Try to actually experience the emotions that I must show
10.	Really try to feel the emotions I have to show as part of my job

These two constructs were examined in Table 8.11 above and no significant difference was found by gender in relation to the questions above. These will now be examined from the point of view of age differences, in Eqi there is a difference in performance as a consequence of age profile, the table below explores whether this is indeed the case in terms of the ELS results.

One-Way ANOVA analysis was conducted to understand the difference in scores on the specific questions in the ELS relating to Surface and Deep Acting relating to the age of the sample group 17-25 years, 26-40 years and 41-62 years.

#### 8.7.4 Significance of Age Profile in ELS Scores

Table 8.14: ANOVA Test for Age [17-25yrs, 26-40 yrs, 41-62 yrs] and Surface Acting [Q8, Q12, Q14], (n=169)

Differences Between Groups	F	Sig.
Q8	1.967	.143
Q12	.584	.559
Q14	1.071	.345
Total	1.241	.292

\* $p < 0.005$  \*\* $p < 0.001$

The results in the above table would suggest there is no significant difference between the age groups for Surface Acting at the individual question level or at the total level for the three questions supporting Surface Acting.

Table 8.15: ANOVA Test For Age [17-25yrs, 26-40 yrs, 41-62 yrs] And Deep Acting [Q4, Q10, Q15], (n=169)

Differences Between Groups	F	Sig.
Q4	5.929	.003**
Q10	1.012	.366
Q15	2.855	.060
Total	2.197	.114

\* $p < 0.005$  \*\* $p < 0.001$

The results in the above table would suggest there is no significant difference between the age groups for Deep Acting for Question 10 (Resist expressing your true feelings) and Question 15 (Really try to feel the emotions you have to show as part of your job), but there is significant difference on Question 4 (Express particular emotions needed for your job).

There is no significant difference at the total level of the three questions supporting Deep Acting.

Taking this down to a more detailed level, the table below breaks down the three age categories.

Table 8.16: Multiple Comparison For Age [17-25yrs, 26-40 yrs, 41-62 yrs] And Deep Acting [Q4], (n=169)

(I) Age	(J) Age	Mean Difference (I-J)	Sig
17-25	26-40	-.4074	.009*
	41-62	-.4780	.007*
26-40	17-25	.4074	.009*
	41-62	-.0706	.865
41-62	17-25	.4780	.007*
	26-40	.0706	.865

\* The mean difference is significant at the .05 level

The above table indicates that there are significant differences at the mean level between the younger servers (17-25 yrs) and the older servers (26-40yrs and 41-62yrs) in response to Q4, (make an effort to actually feel the emotions that I need to display to others) the older age group scoring more highly in response to this particular question.

In summary, the analysis of age profile in relation to the presence of Surface or Deep Acting suggests there is little significant impact in relation to the age of the respondents. The only exception to this is the response to Question 4 (Express particular emotions needed for your job).

**8.8 Relationship Between Emotional Labour and Emotional Intelligence**

The final section in this Chapter goes on to analyse the relationship of Emotional Intelligence and Emotional Labour.

Emotional Labour has been linked very specifically with the service environment ( Bryman 1999, Grandey 2003, Grayson 1998, Seymour, 2000,

2002), whilst there is very little research available into the use of Emotional Intelligence in the service field.

Both these approaches form a key part of this study, and as such the next section seeks to understand what relationship exists between the two.

The following analysis takes the results from the sample group (n=169) from specific questions identified in support of Surface Acting and Deep Acting and compares them with the results from the same group on the scales and sub-scales of Emotional Intelligence (Eqi).

The correlation analysis is structured in the following way:

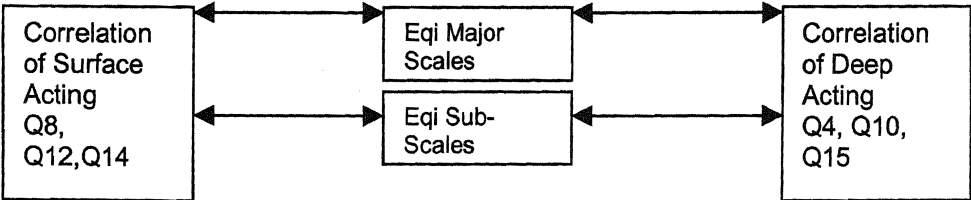


Table 8.17: Correlation Analysis Between Surface Acting [Q8, Q12, Q14] And Major Eqi Scales, (n=169)

Eqi Scale	Q8	Q12	Q14
Total Eqi	.121	0.201*	.070
Intrapersonal	.159*	-.175*	.007 **
Interpersonal	.107	-.306*	.122
Adaptability	.100	-.152*	.102
Stress Management	-.029	.008	.025
General Mood	.121	-.230*	.043

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The table above suggests a relationship particularly with Q12 (Hide your true feelings about a situation), and four of the major scales of the Eqi (Intrapersonal, Interpersonal, Adaptability and General Mood). The analysis now uses the detailed sub-scales of the Eqi to examine this relationship further.

Table 8.18: Correlation Analysis Between Surface Acting [Q8, Q12, Q14] And Eqi Sub-scales, (n=169)

Eqi Sub-scale	Q8	Q12	Q14
Self-Regard	.069	-.090	-.044
Emotional Self Awareness	.133	-.260**	-.009
Assertiveness	.224**	-.155*	-.005
Independence	.128	.030	-.013
Self-Actualisation	.064	-.149	.104
Empathy	.176*	-.188*	-.176*
Social Responsibility	.156*	-.165*	.194*
Interpersonal Relationships	.045	-.359*	.023
Reality-Testing	.084	-.218**	.035
Flexibility	-.042	-.081	.068
Problem Solving	.191*	-.025	.134
Stress Tolerance	.142	-.045	.039
Impulse Control	-.184*	.044	.003
Optimism	.130	-.127	.032
Happiness	.076	-.267**	.045

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The detailed analysis above demonstrates some notable relationships between the three ELS questions and certain scales of Emotional Intelligence, particularly in terms of Assertiveness, Reality-Testing and Empathy. The majority of the significant relationships are in the negative direction suggesting that improvements in these aspects of Emotional Intelligence reduce the effect of Surface Acting. The exception to this is Assertiveness related to Q8 (Openly express many different emotions) that would suggest the more assertive person is not afraid to express their emotions. The following tables conduct the same analysis on the measure of Deep Acting.



Table 8.19 Correlation Analysis Between Deep Acting [Q4, Q10, Q15] And Major Eqi Sub-scales, (n=169)

Eqi Scale	Q8	Q12	Q14
Total Eqi	.187*	-.087	.902
Intrapersonal	.113	-.165*	.028
Interpersonal	.147	-.005	.157*
Adaptability	.246*	-.067	.105
Stress Management	.181*	.028	.073
General Mood	.116	-.106	-.045

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The relationships above are examined below at the detail sub-scale level of the Eqi.

Table 8.20: Correlation Analysis Between Deep Acting [Q4, Q10, Q15] And Eqi Sub-scales, (n=169)

Eqi Sub-scale	Q4	Q10	Q15
Self-Regard	.036	-.173*	-.030
Emotional Self Awareness	.167*	-.161*	.033
Assertiveness	.074	-.203**	.018
Independence	-.009	-.091	-.033
Self-Actualisation	.149	.019	.099
Empathy	.205*	.025	.217**
Social Responsibility	.162*	.100	.279**
Interpersonal Relationships	.063	-.092	-.033
Reality-Testing	.164*	-.124	.111
Flexibility	.118	-.047	-.014
Problem Solving	.293*	.025	.137
Stress Tolerance	.120	.009	.040
Impulse Control	.156*	.038	.084
Optimism	.129	-.047	.014
Happiness	.078	-.132	-.075

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The table above demonstrates some significant relationships between a range of the ELS questions relating to Deep Acting and the sub-scales of the Eqi, particularly Empathy, Reality-Testing and Emotional Self-Awareness. In the case of Deep acting, there are significant relationships in both directions.

The results of the correlation exercise above were fed into a multiple regression model to understand the significant factors contributing to the relationships described. The tables for the six questions supporting Surface Acting and Deep Acting are presented with an overall summary of the results and conclusions at the end.

The regression analysis is structured in the following way:

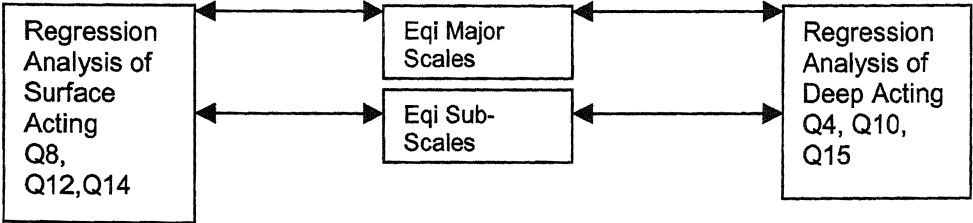


Table 8.21: Multiple Regression Analysis On Surface Acting [Q8] And Major Scales Of Eqi, (n=169) [Multiple R=.041]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	.196	1.346	.180
Interpersonal	-.013	-.117	.907
Adaptability	.040	.331	.741
Stress Management	-.156	-1.601	.111
General Mood	.023	.175	.862

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

Table 8.22: Multiple Regression Analysis On Surface Acting [Q8] And Sub-scales Of Eqi, (n=169) [Multiple R=.157]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	-.073	-.593	.554
Emotional Self Awareness	.111	.997	.330
Assertiveness	.174	1.616	.108
Independence	.043	.403	.688
Self-Actualisation	-.029	-.256	.799
Empathy	.102	.779	.437
Social Responsibility	.062	.495	.621
Interpersonal Relationships	-.226	-1.683	.094
Reality-Testing	.044	.365	.716
Flexibility	-.162	-1.673	.906
Problem Solving	.124	1.243	.216
Stress Tolerance	.082	.682	.497
Impulse Control	-.214	-2.453	.015*
Optimism	-.060	-.469	.639
Happiness	.125	1.014	.312

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The tables above demonstrate very limited relationships between Q8 (Hide my true feelings about the situation) of Surface Acting in the ELS, and the major scales of Eqi and the sub-scales of Eqi.

The only significant relationship is between Impulse Control ( $p=.015$ ) and Surface Acting

Table 8.23: Multiple Regression Analysis On Surface Acting [Q12] And Major Scales Of Eqi, (n=169) [Multiple R=.111]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	.075	.534	.594
Interpersonal	-.262	-2.518	.013*
Adaptability	-.021	-.177	.859
Stress Management	.129	1.375	.171
General Mood	-.175	-1.352	.178

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

Table 8.24: Multiple Regression Analysis On Surface Acting [Q12] And Sub-scales Of Eqi, (n=169) [Multiple R=.157]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	.107	.888	.376
Emotional Self Awareness	-.053	-.475	.635
Assertiveness	-.087	-.826	.410
Independence	.248	2.393	.018*
Self-Actualisation	.117	1.055	.293
Empathy	-.057	-.450	.654
Social Responsibility	.100	.817	.415
Interpersonal Relationships	-.318	-2.426	.016*
Reality-Testing	-.123	-1.048	.296
Flexibility	-.029	-.303	.762
Problem Solving	.003	.027	.978
Stress Tolerance	-.001	-.005	.996
Impulse Control	.121	1.416	.159
Optimism	.000	.002	.998
Happiness	-.179	-1.481	.141

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

The tables above demonstrate significant relationships between the major scale of Interpersonal Skills ( $p=.013$ ) of the Eqi, and the sub-scales of Independence ( $p=.018$ ) and Interpersonal Relationships ( $p=.016$ ) and Q12 (Resist expressing my true feelings) of Surface Acting in the ELS.

Table 8.25: Multiple Regression Analysis On Surface Acting [Q14] And Major Scales Of Eqi, (n=169) [Multiple R=.033]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	-.216	-1.482	.140
Interpersonal	.141	1.303	.194
Adaptability	.154	1.257	.211
Stress Management	-.007	-.071	.943
General Mood	.038	.285	.776

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

Table 8.26: Multiple Regression Analysis On Surface Acting [Q14] And Sub-scales Of Eqi, (n=169) [Multiple R=.084]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	-.138	-1.079	.282
Emotional Self Awareness	-.110	-.929	.355
Assertiveness	.011	.097	.923
Independence	-.055	-.503	.616
Self-Actualisation	.153	1.290	.199
Empathy	.102	.751	.454
Social Responsibility	.149	1.139	.257
Interpersonal Relationships	-.129	-.920	.359
Reality-Testing	-.013	-.107	.915
Flexibility	.057	.561	.576
Problem Solving	.062	.596	.552
Stress Tolerance	.064	.511	.610
Impulse Control	-.022	-.245	.807
Optimism	.071	-.534	.594
Happiness	.103	.800	.425

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

The above tables reveal no significant relationships between Eqi and Q14 (Pretend to have emotions that I don't really have) of Surface Acting of the ELS.

Table 8.27: Multiple Regression Analysis On Deep Acting [Q4] And Major Scales Of Eqi, (n=169) [Multiple R=.076]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	-.173	-1.211	.228
Interpersonal	.067	.634	.527
Adaptability	.276	2.294	.023*
Stress Management	.096	1.006	.316
General Mood	.003	.020	.984

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

Table 8.28: Multiple Regression Analysis On Deep Acting [Q4] And Sub-scales Of Eqi, (n=169) [Multiple R=.148]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	-.110	-.893	.373
Emotional Self Awareness	.119	1.043	.299
Assertiveness	.022	.202	.840
Independence	-.161	-1.515	.132
Self-Actualisation	.124	1.088	.278
Empathy	.114	.868	.387
Social Responsibility	-.046	-.366	.715
Interpersonal Relationships	-.141	-1.047	.297
Reality-Testing	.047	.386	.700
Flexibility	.003	.029	.977
Problem Solving	.250	2.484	.014*
Stress Tolerance	.004	.035	.972
Impulse Control	.107	1.222	.224
Optimism	.022	.172	.864
Happiness	.026	.207	.836

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

The tables above demonstrate very limited relationships between the Eqi major scales and sub-scales and Q4 (Make an effort to actually feel the emotions that I need to display to others) of Deep Acting of the ELS. The only significant relationships are for Adaptability ( $p=.023$ ) and Problem Solving ( $p=.014$ ) which is a sub-scale of Adaptability.

Table 8.29: Multiple Regression Analysis On Deep Acting [Q10] And Major Scales Of Eqi, (n=169) [Multiple R=.061]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	-.312	-2.170	.031*
Interpersonal	.181	1.692	.093
Adaptability	-.019	-.153	.878
Stress Management	.165	1.720	.087
General Mood	-.039	-.294	.769

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

Table 8.30: Multiple Regression Analysis On Deep Acting [Q10] And Sub-scales Of Eqi, (n=169) [Multiple R=.158]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	-.197	-1.605	.111
Emotional Self Awareness	-.133	-1.176	.241
Assertiveness	-.198	-1.833	.069
Independence	.024	.229	.819
Self-Actualisation	.215	1.895	.060
Empathy	-.135	-1.035	.302
Social Responsibility	.227	2.205	.029*
Interpersonal Relationships	-.006	-.046	.963
Reality-Testing	-.112	-.930	.354
Flexibility	-.079	-.813	.418
Problem Solving	.021	.209	.835
Stress Tolerance	.269	2.228	.027*
Impulse Control	.074	.846	.399
Optimism	.003	.022	.982
Happiness	-.101	-.822	.412

\*\*Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

The tables above demonstrate a significant relationship between Eqi and Q10 (Really try to feel the emotions I have to show as part of my job) of Deep Acting in the ELS. These are in the major scale of Intrapersonal ( $p=.031$ ) and in the sub-scales of Social Responsibility ( $p=.029$ ), which is a sub-scale of Intrapersonal, and Stress Tolerance ( $p=.027$ )

Table 8.31: Multiple Regression Analysis On Deep Acting [Q15] And Major Scales Of Eqi, (n=169) [Multiple R=.075]

Eqi Scale	Beta	t-value	p-value (2-tailed)
Intrapersonal	.007	.052	.959
Interpersonal	.294	2.775	.006**
Adaptability	.050	.420	.675
Stress Management	.123	1.294	.197
General Mood	-.322	-2.442	.016*

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)

Table 8.32: Multiple Regression Analysis On Deep Acting [Q15] And Sub-scales Of Eqi, (n=169) [Multiple R=.158]

Eqi Sub-scale	Beta	t-value	p-value (2-tailed)
Self-Regard	.015	.125	.901
Emotional Self Awareness	-.040	-.354	.724
Assertiveness	.041	.378	.706
Independence	-.035	-.332	.740
Self-Actualisation	.224	1.972	.050*
Empathy	.028	.212	.832
Social Responsibility	.316	2.519	.013*
Interpersonal Relationships	-.117	-.876	.382
Reality-Testing	.060	.497	.620
Flexibility	-.084	-.867	.387
Problem Solving	.059	.592	.555
Stress Tolerance	.069	.570	.569
Impulse Control	.075	.858	.392
Optimism	-.119	-.938	.350
Happiness	-.239	-1.940	.054

\*\*Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)



The tables above demonstrate a significant relationship between Eqi and Q15 (Try to actually experience the emotions that I must show) of Deep Acting in the ELS. These are in the major scale of Interpersonal ( $p=.006$ ) and General Mood ( $p=.016$ ), and in the sub-scales of Self Actualisation( $p=.050$ ). Examining the outputs of the tables above, the following conclusions can be drawn.

There is a strong positive relationship between certain factors of the Emotional Intelligence as measured by the Eqi scales and Deep Acting as measured by the ELS.

One could interpret the range of emotional competencies in the light of the specific questions on the ELS as describing deep actors as those who can identify with one's colleagues and customers (Social Responsibility), can effectively deal with the challenges in the service situation (Problem-Solving) and feel comfortable expressing the appropriate emotions in the service relationship. They can also constructively manage their emotions in the workplace (Stress Tolerance) resisting expressing their true emotions at times for the positive benefit of the customer or co-worker. They are also not be afraid to get into the role by feeling part of the experience with their customers and feel they are achieving their personal goals and using their potential (Self-Actualisation) by doing this.

In contrast the relationships to Surface Acting are slightly less compelling, and in general are negatively related to Emotional Intelligence, with the exception of Independence. From the relationships described above one could see surface actors as individuals who struggle to manage their emotions in the workplace (Impulse Control), openly expressing possibly inappropriate emotions at times, hiding their true feelings from co-workers, and possibly finding it difficult to relate to co-workers and customers (Interpersonal).

## 8.9 Chapter Summary

This Chapter has focussed on the two main approaches to examining emotions in the service environment, Emotional Intelligence as measured by the Bar-on Eqi and Emotional Labour as measured by the Brotheridge & Lee Emotional Labour scale (ELS).

The study of the Eqi scores for the group of servers (n=169) and General Managers (n=161) has revealed some statistically significant differences with regard to the relative emotional competencies in the gender and role groupings in this sample population (section 8.6) that could have very important implications for the senior management of these businesses, in terms of optimising performance, service and team-work.

Female General Managers demonstrated superior performance versus their male counterpoints, and male and female servers on a number of the key emotional competencies (described in Figure 8.4) most notably the areas of General Mood which covers Optimism and Happiness. Female Managers are in the minority in the business.

Male servers demonstrated superior results from a total Emotional Intelligence perspective and in a number of the sub-scale measures, they are also in the minority.

Moving on to the ELS, significant relationships were found between Eqi results and the responses in terms of Deep Acting and Surface Acting. The relationship in Deep Acting suggest that the better the Eqi score of the individual the more inclined they would be to gravitate toward Deep Acting, and feel the beneficial effects of that in the workplace and less inclined to some of the risks of emotional dissonance (Hochschild, 1983) and stress, potentially leading to adverse occupational health consequences (Kruml & Geddes, 2000, Nyquist *et al*, 1985) described in the literature on Surface Acting (pages 33-40).

**8.10 Hypothesis Review**

Hypothesis 4. Interpersonal and Intrapersonal Emotional Intelligence skills are negatively related to surface acting	Partially Supported
Hypothesis 5. Interpersonal and Intrapersonal Emotional Intelligence skills are positively related to deep acting.	Partially Supported

# **CHAPTER NINE**

## **THE RELATIONSHIP BETWEEN EMOTIONAL COMPETENCE, EMOTIONAL LABOUR AND THE CUSTOMER EXPERIENCE**

### **9.1 Introduction**

This Chapter explores the relationship between the emotional competencies of a sample of front-line servers in a full service environment and the response of the customer to that interaction. Building on the findings of the previous section by using the server data Eqi, and the constructs of Emotional Labour, which are introduced into this research to examine any potential relationship between Emotional Labour and customer response.

The two instruments introduced in the previous Chapter are employed again in this work, the Bar-on Eqi and the Brotheridge & Lee Emotional Labour Scale. For the purposes of the customer survey, the adapted questionnaire described in Chapter 4, based on the Resonance model developed by Gang & Gang in Boston, Massachusetts is employed.

Previous research work has identified that deep acting, or working on inner feelings to appear authentic to customers, can predict positive influence on interactions with customers. Grandey, (2003) using a method of peer group rating of administrative assistants in a university environment (n=131) established a positive relationship between deep acting and service quality delivery.

The study in this section seeks to take this investigation into a more classically service orientated environment, the restaurant business using a much larger sample base (n=667).

The second area of study is the potential relationship between emotional competence, as measured by the Bar-on Eqi and the quality of service delivery. The literature describes the role of Emotional Intelligence in a variety of domains and its potential to improve levels of performance in the business, (Cherniss & Alder, 2000, Stein, 2000), in leadership development, (Boyatzis & Mc Kee, 2002), and in education, (Elias, Hunter & Kress, 2001, Steiner, 1999, Goleman, 1995, 1998).

However, little reference is found to the application of Emotional Intelligence in the service sector, and in particular the hospitality sector. Shaw & Ivens (2002, pp 112), build on work in the Emotional Intelligence field, quoting the often cited case study of US Air Force recruiters (Handley, 1997), where an approach was adopted to a selection of recruits using Emotional Intelligence competencies, and a success rate of 95% was achieved in these recruits achieving performance targets versus a three-fold increase on the pre-test situation.

Using the Emotional Intelligence measure they have gone on to build this into one of their seven philosophies of great customer service, relating great customer experiences as “being enabled through inspirational leadership, an empowering culture and empathetic people who are happy and fulfilled”. The issue of leadership was examined in Chapter 6 to some extent when Beefeater General Managers were studied from the Emotional Intelligence perspective, this section will explore those relationships to service from an Emotional Intelligence viewpoint and examine at the detail level using statistical techniques (outlined in section 4.5), demonstrating how strong those relationships are.

For the purposes of this study the definition of service quality is not restricted to the human service interaction itself, recognising that not all of the components of the service experience are based on the human interaction, for example the SERVQUAL instrument developed by Zeithaml *et al* (1990) uses a gap closure approach that includes elements such as modern equipment and physical facilities. Some of the emerging service literature discusses the

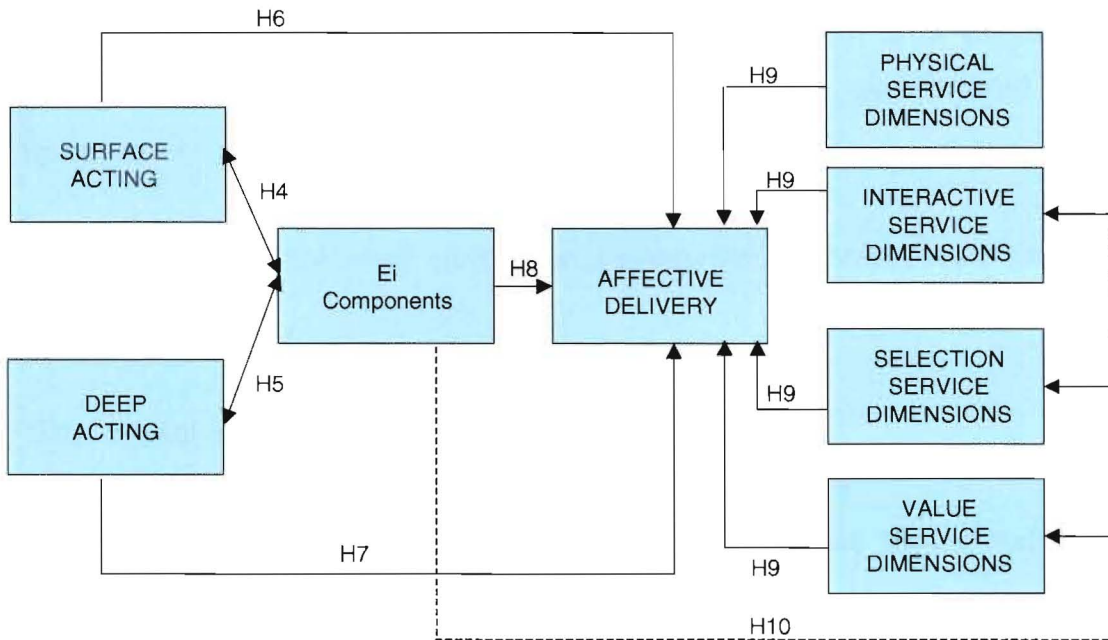
notion of the emotional response of customers to a range of service stimulants or “elements that are both physical and emotional” (Shaw & Ivens, 2003, pp 10) that have the potential to drive an emotional customer response. This section of the study will investigate how a whole range of service cues impact the emotional customer response to the service experience.

In summary, this Chapter is structured to examine the following areas of the study:

- The emotional reaction of the customer to the overall service experience, analysing their responses to a range of both active (human) interactions and passive cues such as décor and value.
- The relationship of the outputs of the server Eqi and the impact on service quality delivery. This will be explored at the individual level, relating Eqi components to service quality output.
- The next section will examine the relationship of Emotional Labour to the customer experience seeking to identify the significance of the constructs of Emotional Labour of the individual to the emotional experience of the customer.

The model below illustrates the hypotheses under review in this section, this is followed a detailed list of the hypotheses.

Figure 9.1 Hypotheses Map



The following hypothesis are explored in this Chapter:

*Hypothesis 6. Surface acting is negatively related to ratings of affective delivery.*

*Hypothesis 7. Deep acting is positively related to ratings of affective delivery.*

*Hypothesis 8. Particular emotional competencies are positively related to delivery of positive emotional response in customers.*

*Hypothesis 9. There will be a positive relationship between the emotional expression of the customer and a range of service cues.*

*Hypothesis 10. The emotional competencies of the server will be positively related to the positive emotional expression of customers in regard to a range of service cues.*

9.2 The Customer Sample (n=667)

The customers in this sample were selected from 7 Beefeater sites across the UK. Chapter 4 contains the detail breakdown by site, but an average of 94 responses were received per site. Responses were all given on a voluntary basis, at the end of the meal experience, no reward was offered for completion.

In this section of the comment card questionnaire, the customers were asked to state:

- Size of total bill (in GBP), on this visit.
- Whether this was their first visit to *this* particular Beefeater.
- How many times they had dined at this establishment in the last six months
- How many times they had dined in *similar* restaurants in the last six months. The definition of *similar* was left to the judgement of the individual customers interpretation.

Table 9.1: Characteristics of the Customer Group

Characteristic	N	Mean	Std Deviation
Size of Party	639	3.11	2.23
Total Bill Amount GBP	519	25.27	30.05
Number of Times Dined at a Beefeater	398	4.51	7.21
Number of Times Dined At Similar Restaurants	493	5.77	7.33

The party size and expenditure are not surprising features of these kinds of restaurants, however, the number of visits to Beefeater versus other similar restaurants looks quite high and suggests a very loyal group of customers. A



piece of further analysis was undertaken to break this down to outlet level and express to what extent Beefeater commands a share of the customers dining experiences in a similar market position. Beefeater is a strong brand in the market and the brand name has a high recall ratio.

Table 9.2: Loyalty Statistics of Sample Group by Outlet (n=7)

Outlet	First Visit %	Previous Visit %	Average Number of Previous Visits To Outlet	Average Number of Visits to Similar Restaurants	Loyalty Ratio
1	28%	72%	3.81	4.93	44%
2	17%	23%	3.81	6.35	37%
3	31%	62%	5.82	5.41	52%
4	16%	84%	3.38	4.00	45%
5	18%	82%	5.34	7.47	41%
6	20%	80%	5.51	4.40	55%
7	14%	86%	4.16	4.45	48%

### 9.3 Expression of Customer Feelings

The design of the comment card questionnaire was structured to elicit a range of customer emotions in response to certain attributes of the meal experience. The structure of this section of the questionnaire is illustrated below:

Table 9.3 Comment Card Questionnaire Design

Name

Address

D.O.B.

Male/Female

Number of People in Party

Is this your first visit to this Beefeater?

Yes ☐ No ☐

If not, how many times have you dined here in the last 6 months?

How often, in the last 6 months, have you dined at similar restaurants?

How did you feel about your visit to Beefeater, and what made you feel that way?

	Quality of decor and surroundings	The quality of your meal	The overall value of your meal	The quality of overall service	The interaction with your Server	The pace of the meal	The guests or family with me	That I chose this Beefeater today
I FELT:								
Delighted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relaxed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disappointed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How strongly do you feel:

	Not at all	Fairly	Strongly	Very Strongly
The service was genuine and personal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was treated as an individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Server recognised my personal needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The pace of the service was adjusted to meet my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Building on the design of the original Resonance instrument, the responses were designed to be more of a free expression of customer feelings (albeit restricted by the definitions provided) than a satisfaction judgement described by Price, Arnould & Deibler (1994) as assumed to vary along a continuum from unfavourable (dissatisfied) to favourable (satisfied). The internal reliability of the questionnaire was tested using SPSS, the questionnaire generated a good internal consistency with a Cronbach alpha of .9750, and the outputs are detailed below:

Table 9.4: Internal Reliability of Customer Questionnaire

Variable	Corrected Item-Total Correlation	Alpha If Item Deleted
Delighted	.7804	.9788
Eager	.9495	.9688
Happy	.8304	.9756
Relaxed	.9655	.9702
Content	.9509	.9713
Satisfied	.9455	.9711
Disappointed	.9871	.9672
Other	.9752	.9674

No of cases 7    No of items 8    Alpha .9750

The results of the questionnaire were initially analysed to understand the overall response to the experience judged against the dimensions defined in the comment card. The mean scores of the questionnaires are detailed below.

Table 9.5: Intensity with which Customers Expressed Feelings about Experience

% of times customer felt:	N	Mean	Std Deviation
Delighted	667	40.25	33.70
Eager	667	5.86	12.51
Happy	667	24.62	24.17
Relaxed	667	11.00	12.63
Content	667	6.24	12.27
Satisfied	667	12.14	20.47
Disappointed	667	1.64	6.89
Other	667	0.62	3.53

The numbers above are derived from the comment card completed. The number of times a customer ticked one of the boxes was calculated as a percentage of the overall response, possible overall maximum score in that

emotional category to create the following overview table which mirrors the comment card structure.

Table 9.6: Percentage Customers Expressed Feelings About Experience, (n=667)

	Décor %	Quality of Meal %	Overall Value %	Quality of Service %	Inter/ctn With Server %	Pace of Meal %	Guests & Family %	I chose this outlet %
Delighted	26.2	41.5	27.7	55.5	56.1	34.8	40.0	40.2
Eager	2.7	5.7	5.5	8.5	8.2	6.9	4.5	4.8
Happy	21.6	24.4	29.2	24.6	22.3	22.3	23.5	29.2
Relaxed	39.0	2.7	3.9	4.5	7.3	16.9	10.6	3.0
Content	9.3	7.5	9.3	3.0	4.3	5.7	4.9	5.8
Satisfied	13.2	19.6	21.1	8.8	6.4	11.8	7.8	8.2
Disappointed	1.2	3.0	3.0	0.9	0.3	1.8	1.2	1.8
Other	0.4	0.4	0.6	0.4	0.6	0.7	0.4	1.2

The highest incidence of response actually came under the heading of décor; however, this category elicited the lowest expression of delight (26.2%) in the question set, but the highest response of relaxation. Given the average customer experience of circa 70 minutes (source Beefeater internal studies), it would be the décor that would be one of the most enduring factors of the visit, and its potential to delight more difficult to achieve.

The other factor that scored lowest in terms of delight was overall value (27.7%), however, this category scored highest in satisfaction (21.1%). From a value/price perspective, Beefeater operates in the pub restaurant sector where prices can vary quite widely, it would be fair to say that Beefeater would be up at the higher end of some of these offerings driven by its full service offering which is becoming relatively rare in the sector, which is increasingly dominated by semi-service offerings such as Brewers Fayre, Vintage Inns and Chef and Brewer. However, customers will take a broader perspective on value perception, which is likely to embrace other aspects of the experience.

Expressions of eagerness in all categories is low and is probably caused by the customers difficulty in relating feelings of eagerness (or anticipation) to much of the range of service attributes.

Expressions of delight were most obvious in the interactive elements of the experience, essentially where the human element becomes more apparent. Quality of service scored 55.5% and interaction with the server scored 56.1%. If the delighted and happy scores are combined in these two categories the combined scores are around 80% for each category.

To add a further level of support to the responses gathered from the comment card data, an internal survey was obtained for comparison. Maritz, an international market research organisation, carries out this survey twice per year in all outlets of the organisation.

The method used is to place interviewers in each outlet who conduct detailed face-to-face interviews to gain feedback on a wide number of areas. The questions in the interview are scored on the basis of marking ranging from 1. (completely dis-satisfied) to 10. (completely satisfied), or 1. (Not at all important) to 10. (Extremely important) as appropriate to the question.

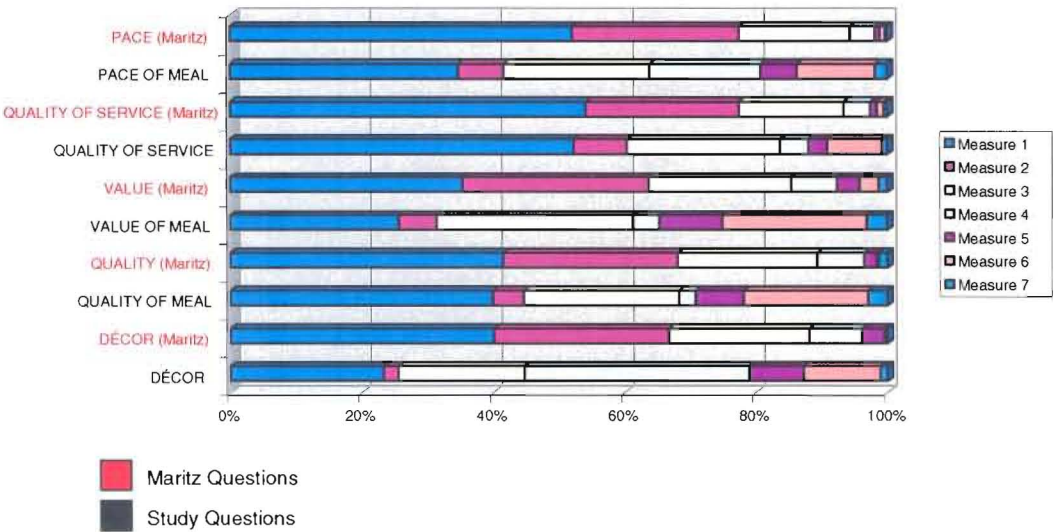
The Maritz survey asks a very wide range of questions that delve into some very detailed areas, for the purposes of this comparative piece of work, only the five areas that closely matched the questions contained on the comment card used in this study were analysed, these are brought together in the table below.

In all of the five questions in the Maritz survey, there were very low scores in the category 1,2,3, none scoring more than 1; these were excluded to align the two surveys to seven items.

Table 9.7 Study Comparison of Service Questions

Study Question	Maritz Question
The pace of the meal	Pace of service appropriate to the occasion
The quality of your meal	Overall satisfaction with meal
The overall value of your meal	Value for money of your meal
The quality of décor and surroundings	Importance of environment to the overall experience
The quality of overall service	Importance of service to the overall experience

Figure 9.2 Comparison of Comment Card Response to Estate-wide Internal Survey



Measure	Maritz Score (Numerical)	Comment Card Description (Descriptive)
1	10	Delighted
2	9	Eager
3	8	Happy
4	7	Relaxed
5	6	Content
6	5	Satisfied
7	4	Disappointed

Key to graph (n=392)

The comparison above is designed to be indicative only, and it is recognised that the scales differ in their structure and measurement, however, given the Maritz survey is conducted in every outlet, it does lend some credence to the responses obtained in the comment card study carried out in a more limited sample. It would appear that the customer ratings gathered in the comment card questionnaire are supported in the Maritz survey.

The table below summarises the responses customers made to a more in-depth range of questions detailed at the end of the survey comment card (page 199), which were designed to judge the depth of feeling against a range of interactive elements of the service experience.

Table 9.8: Strength of Feelings Expressed (n=667)

	Not at All %	Fairly %	Strongly %	Very Strongly %
Genuine & Personal Service	0.9	7.1	44.7	47.2
Treated as an Individual	0.6	10.2	45.4	43.8
Server Recognised Personal Needs	1.0	10.4	46.0	42.7
Pace of Service Adjusted	2.8	13.0	41.8	42.4

The table above illustrates very strong expressions of satisfaction with the four key dimensions in the question set, with the delivery of genuine and personal service emerging as the strongest element of the feedback.

The data provided by the comment card questionnaire was analysed to understand the feelings best associated with various aspects of the experience using correlation analysis.

These areas in particular build on the feedback given in the earlier section of the comment card and seek to explore how the behaviour of the server and a range of other service stimulations impact the customer. This is an area that

one would suggest is key in a full service experience where the customer is engaged in an extended service transaction (Dube & Manon, 2000).

The following tables present the outputs of the correlation exercise with the range of service stimulants, coupled with the identification and quantification of the emotional responses of the customer. This stage is focussed entirely on the emotional reaction of the customer to service stimulants (these are described in Table 9.11 to 9.14).

The output of this analysis was used to conduct analysis on the relationship of these factors to server Eqi and Emotional Labour in section 8.8. The key outputs of the tables is described graphically below:

Figure 9.3 Analysis Structure of Customer Responses and Service Stimulants

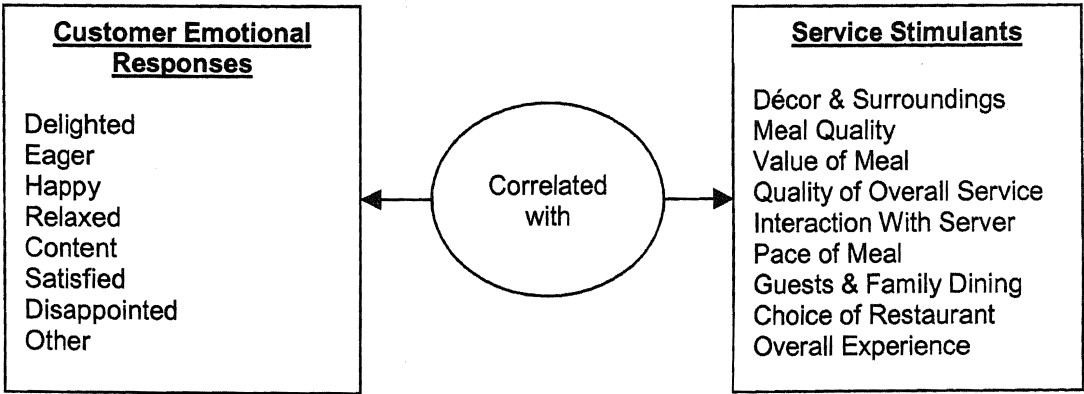


Table 9.9 Feelings best Associated with Décor & Surroundings, (n=667)

	Décor & Surroundings
Delighted	0.32 **
Eager	0.11
Happy	0.50
Relaxed	0.01
Content	0.12
Satisfied	-0.01
Disappointed	-0.14
Other	0.08

\*p<0.005 \*\* p<0.001



In the table above, it is clear that the positive expression of delight by the customer and the décor of the outlet are significantly related.

Table 9.10 Feelings best Associated with Meal Quality, (n=667)

	Meal Quality
Delighted	0.57**
Eager	0.07
Happy	0.09
Relaxed	-0.05
Content	-0.04
Satisfied	-0.28
Disappointed	-0.38**
Other	-0.06

\*p<0.005 \*\* p<0.001

In terms of meal quality, there is a positive and significant relationship between expressions of delight and meal quality, and furthermore a significant negative relationship between the expression of disappointment and meal quality.

Table 9.11 Feelings best Associated with Value of the Meal, (n=667)

	Value of Meal
Delighted	0.56**
Eager	0.13
Happy	0.05
Relaxed	-0.13
Content	-0.05
Satisfied	-0.31
Disappointed	-0.33**
Other	-0.08

\*p<0.005 \*\* p<0.001

The table above describes the significant relationship between the expression of delight and the perception of value from the experience. There is also a

significant negative relationship between the expression of disappointment and the value of the meal.

Table 9.12 Feelings best Associated with Quality of Overall Service, (n=667)

	Quality of Overall Service
Delighted	0.46**
Eager	0.09
Happy	0.12
Relaxed	0.07
Content	0.06
Satisfied	-0.12
Disappointed	-0.25
Other	-0.07

\*p<0.005 \*\* p<0.001

In terms of the quality of service, there is a significant relationship between the customer expression of delight and the quality of service.

Table 9.13 Feelings best Associated with Interaction with the Server, (n=667)

	Interaction With The Server
Delighted	0.46**
Eager	0.07
Happy	0.11
Relaxed	0.06
Content	0.15
Satisfied	-0.03
Disappointed	-0.22**
Other	-0.06

\*p<0.005 \*\* p<0.001

When examining the relationship between the service interaction and expression of delight by the customer, there is a significant relationship between the two. There is also significant negative relationship between expressions of disappointment and service interaction.

Table 9.14 Feelings best Associated with the Pace of the Meal, (n=667)

	Pace Of The Meal
Delighted	0.56**
Eager	0.10
Happy	0.05
Relaxed	-0.16
Content	-0.05
Satisfied	-0.25
Disappointed	-0.30**
Other	-0.14

\*p<0.005 \*\* p<0.001

The pace at which the meal was delivered shows a significant relationship to expressions of delight, and a significant negative relationship exists between disappointment and the pace of the meal.

Table 9.15 Feelings best Associated with the Guests & Family Dining with the Customer, (n=667)

	Guests & Family Dining With The Customer
Delighted	0.46**
Eager	0.10
Happy	0.11
Relaxed	0.03
Content	0.05
Satisfied	-0.06
Disappointed	-0.21
Other	-0.06

\*p<0.005 \*\* p<0.001

The expression of delight by the customer is significantly related to the company they are with in the service experience.

Table 9.16 Feelings best Associated with the Choice of the Restaurant for this Visit, (n=667)

	Choice Of Restaurant
Delighted	0.53**
Eager	0.08
Happy	0.05
Relaxed	-0.08
Content	-0.14
Satisfied	-0.22
Disappointed	-0.36**
Other	-0.10

\*p<0.005 \*\* p<0.001

The table above describes the significant relationship between the expression of delight by the customer and the fact that they chose the particular Beefeater for their meal experience. There is also a significant negative relationship between expressions of disappointment and the choice of outlet.

Table 9.17 Feelings best Associated with the Overall Service Experience, (n=667) Combined Components Mean, (Décor, Meal Quality, Meal Value, Service Quality, Server Interaction, Pace, Company and Choice Of Restaurant)

	Overall Experience
Delighted	0.69**
Eager	0.13
Happy	0.08
Relaxed	-0.07
Content	0.05
Satisfied	-0.21
Disappointed	-0.16
Other	-0.10

\*p<0.005 \*\* p<0.001

The final section examined the relationship between the overall experience and expressions of delight. There is a significant relationship between expressions of delight by the customer and their overall service.

The next table examines this in more detail, the expressions of the customers relating to the interactive elements of the experience, quality of service and service interaction, and the strength of feeling expressed by the customer to the interactive components of the experience.

The particular questions in this section are described below:

How strongly do you feel?	
	The service was genuine & personal
	I was treated as an individual
	Server recognised my personal needs

The factors of service quality and interaction with the server were compared to the three attributes described above to understand the level of correlation. The results are illustrated in the table below:

Table 9.18 Relationship of Categories of Service Response

	Service Quality	Interaction	Genuine &Personal	Treated as an Individual	Recognised Needs
Service Quality	1				
Interaction	.860**	1			
Genuine &Personal	.897**	.984**	1		
Treated as an Individual	.844**	.994**	.965**	1	
Recognised Needs	.104	-.063	.033	-.063	1

\*p<0.005 \*\* p<0.001

The table illustrates strong correlation between the measures of service quality and interaction, genuine and personal service and treatment as an

individual, but fails to demonstrate any kind of significance between these factors and the recognition of personal needs.

Likewise, the interaction with the server demonstrated significant relationships with the genuine and personal service and individual treatment but again not in the area of recognition of personal needs of the customer. Finally, genuine and personal service demonstrated a significant relationship to individual treatment, but not in terms of recognising the personal needs of the customer.

In order to more fully understand the relationships at play in the range of customer responses gathered, the customer response data was entered into a multiple regression model. The results appear in the table below and summarise the significant relationships only, that emerged from the analysis.

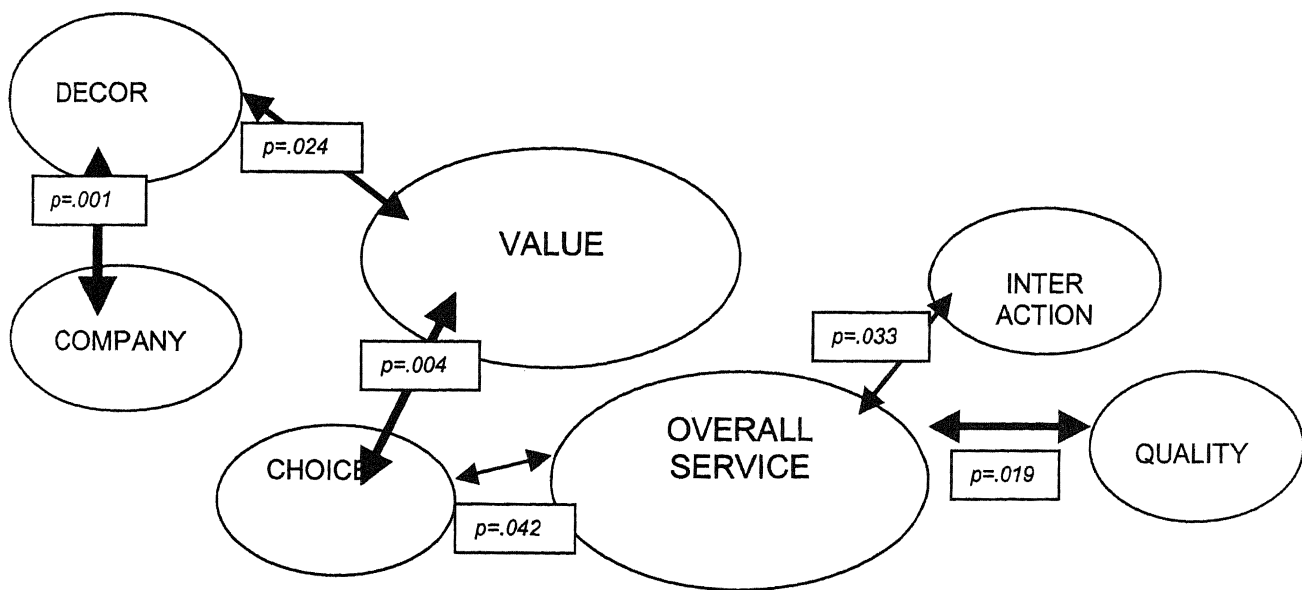
Table 9.19 Summary of Multiple Regression Analysis On Customer Responses (Delighted) To Service Cues [Choice, Décor, Quality, Value, Overall Service, Interaction, Pace, Company](n=667)

Dependent Variable	Significant Variable	Multiple R	Beta	t-value	p-value (2-tailed)
Choice	Overall Service Value	.522	.353	2.106	.042
			.401	3.087	.004**
Décor	Value Company	.448	.372	2.353	.024*
			.486	3.603	.001**
Quality	Overall Service	.442	.444	2.453	.019*
Value	Choice Decor	.429	.479	3.087	.004**
			.327	2.353	.024*
Overall Service	Choice	.617	.283	2.106	.042
	Quality		.294	2.453	.019*
	Interaction		.277	2.214	.033*
Interaction	Overall Service	.456	.394	2.214	.033*
Pace	-	-	-	-	-
Company	Decor	.428	.504	3.603	.001**

\*p<0.005 \*\* p<0.001

These inter-relationships can be best described in the model that is illustrated below.

Figure 9.4 Model to Describe the Inter-Relationships of Significant Factors Making up the Customers Judgement of Positive (Delighted) Response to Service Cues.



The above model is drawn from Table 9.2 above and describes the significant relationships between the emotional responses of customers and key service stimulants.

9.3.1 Summary of this Section

The findings in this section illustrate the extent to which service cues can drive a strong emotional response from the customer. Some of these cues are often seen as passive in the experience, but it could be argued that they should be treated as active, in the sense that they have the capacity to influence the emotional outcome of the customers service experience, the more accurate description of this range of service cues may be active (décor, value, quality) and interactive (service quality, server interaction, pace, company and choice of venue).

On all measures in the study, there was a significant relationship between the expression of delight and the service cue, and in many a significant relationship with expressions of disappointment.



The model described in this section illustrates the central role of overall service and value perception in the service environment and its strong relationships with other key factors of positive customer response.

Traditional approaches to service development see the interactive elements as the catalysts to emotional expression with other areas such as décor sometimes acting only as hygiene factors. The findings relating to emotional expression by customers, and particularly the expressions of delight that were so prominent in the research, raise the issue of understanding and measuring positive customer response to the service in question, what is satisfaction when measured in emotional terms, and is satisfaction alone enough to achieve long-term customer loyalty?

The points discussed in this section of the study set operators in this field a much broader challenge in getting the whole range of service cues working in concert to enhance the emotional experience of the customer and understand how to judge the successful delivery of that emotional cocktail.

#### **9.4 Expression of Customer Feelings, and how They Relate to the Emotional Intelligence Measure of Servers**

This section analyses the relationship between the responses given by the customers (n=667), to the comment card questionnaire, which sought emotional responses to various elements of the service experience and the Emotional Intelligence scores (Eqi) of the servers providing that service.

The data is analysed at the individual level, examining the relationship between the individual Eqi scores and the total responses from the customer sample. This is broken down into the key focus elements used in the comment card questionnaire:

### Service Cues – Factors

- The quality of décor and surroundings
- The quality of the meal
- The overall value of the meal experience
- The quality of the overall service
- The interaction with the server
- The pace of the meal
- The guests or family with the Customer Services Dept
- The choice of the outlet for that visit

### Service Cues – Emotional Response Measures

Delighted – Eager – Happy – Relaxed – Content - Satisfied – Disappointed

### Strength of Feelings

- Service was genuine and personal
- Treated like an individual
- Server recognised needs
- Pace of service was adjusted according to customer requirements

### Strength of Feelings – Responses

- Very Strongly Agree
- Strongly agree
- Fairly Agree
- Do not agree at all

#### **9.4.1 Analysis of Individual Eqi Scores and Service Quality Delivery**

The first stage of this analysis was to examine the key dimensions of service quality as highlighted in (service cues) on page 217. The first table looks at

the relationship between the service quality dimensions and the five major scales of Eqi. In the following section the responses to the depth of feeling questions will be analysed under the same structure.

This analysis was conducted by extracting the data from the comment card questionnaire, in particular the questions relating to service cues – factors as listed on the previous page. These responses were then correlated with the Eqi responses from the servers (n=50), using the major scales of the Eqi.

The table below highlights the significant correlations by factor, selecting only the statistically significant relationship by type of response:

Table 9.20 Summary of Statistically Significant Findings of Correlation Analysis: Eqi Major Scales Compared to Key Factors Of Service Quality (n= 50)

Eqi Major Scale	Décor	Quality	Value	Service Overall	Inter action	Pace	Other Guests	Choice
INTRA	-.288*	-	.301*	.334*	.410**	-	-	.310*
	Satisfied		Delight	Delight	Delight			Delight
INTER	-	-	.302*		.397**	-	-	-
			Delight		Delight			
ADAPT	.286*	-.327*	-	-.298*	-	-	-	-
	D/Appoint	D/Appoint		Happy				
SM	-	.300*	-.380*	.297*	.332*	-	-.476*	-.482*
		Relaxed	Content	Delight	Delight		Content	Relaxed
GM	-	-	-	-.303*	.391**	-.286*	-	-
				D/Appoint	Delight	Satisfied		
TOTAL Eqi	-	-	.298*	.332*	.439**	-	-.315*	-
			Delight	Delight	Delight		Content	

\*p=0.005    \*\* p=0.001

The table above confirms that the strongest areas of correlation are in the two human interactive elements of the service encounter; interaction with the server and overall perceptions of the service experience with, interestingly value demonstrating good relationships with expressions of delight.

Full details of the correlations on all of the above measures in the delighted category appear in Appendix E. However, the significant highlights are discussed below.

The first area of focus is the level of interaction; these are all under the emotional heading of Delighted, Intrapersonal ( $p=.004$ ) relates at a significant level, Interpersonal ( $p=.005$ ) at a significant level, General Mood ( $p=.006$ ) at a significant level, and Total Eqi ( $p=.002$ ) at a significant level.

The second area of note is the response to the overall service level. Again here the emotional heading of Delight is related to Intrapersonal ( $p=.004$ ) at a significant level along with Stress Management ( $p=.021$ ) at a moderate level, Total Eqi is also moderately related under the heading of Delight ( $p=.021$ ).

Value is the third area of moderate relationships, which may be somewhat surprising, but it does raise the question regarding what the customer regards as value, is it just the meal itself, or is it a judgement on the overall experience? Here again three of the emotional headings are expressions of Delight, and again feature relationships at a moderate level with the Eqi scales of Interpersonal ( $p=.037$ ) and Intrapersonal ( $p=.038$ ), with Total Eqi featuring at a moderate level ( $p=.040$ ).

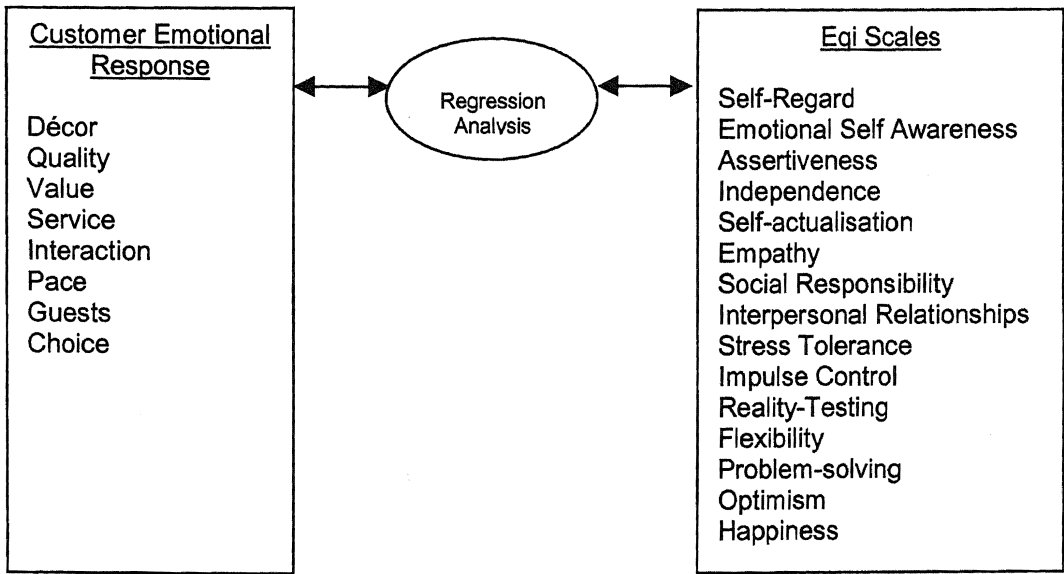
The above findings help to focus the remainder of this study in two ways:

- Clearly expressions of delight by customers guide the study toward examining relationships between this very positive emotional expression and other key variables, in order to explore ways of creating this positive emotion in customers. The focus throughout the remainder of this Chapter will therefore be against the emotional variable of Delight.
- The areas of greatest strength of relationship are around the human service interactions, but including value as recognition of its potential relationship with overall feelings about the service encounter. The focus of

the analysis will therefore be around these areas of value, interaction and overall service perceptions.

Building on the relationships described above, the key areas were subjected to multiple regression tests to understand how well the Eqi variables were able to predict particular service outcome. A structure of the analysis that follows is presented below.

Figure 9.5 Structure of Emotional Intelligence Regression Models



**Table 9.21 The Emotional Intelligence Regression Summary Demonstrating the Predictive Power of Emotional Intelligence Scales to Customer Positive Effect (n=50)**

r-squared								
Ei Competency	Décor	Quality	Value	Service	Interaction	Pace	Guests	Choice
Self-Regard	0.039	0.07	0.032	0.122	0.142	0.029	0.16	0.087
Emotional Self Awareness	0.055	0.052	0.108	0.02	0.296	0.106	0.004	0.12
Assertiveness	0.032	0.035	0.038	0.015	0.055	0.035	0.016	0.04
Independence	0.021	0.001	0.022	0.007	0.003	0.012	0.02	0.022
Self-actualisation	0.02	0.006	0.078	0.043	0.063	0.021	0.012	0.025
Empathy	0.001	0.002	0.091	0.002	0.098	0.003	0.001	0.025
Social Responsibility	0.004	0.044	0.035	0.012	0.062	0.011	0.006	0.016
Interpersonal Relationships	0.009	0.002	0.103	0.087	0.178	0.066	0	0.112
Stress Tolerance	0.002	0.008	0.014	0.054	0.11	0.02	0	0.036
Impulse Control	0.024	0.008	0.051	0.036	0.021	0	0	0.009
Reality-Testing	0.072	0.066	0.03	0.065	0.085	0.036	0	0.011
Flexibility	0.04	0.001	0.004	0.011	0	0.005	0.016	0.001
Problem-solving	0.028	0.008	0.021	0.008	0.06	0.018	0.004	0.012
Optimism	0.001	0.062	0.012	0.067	0.165	0.089	0.001	0.059
Happiness	0.003	0	0.002	0.054	0.083	0.016	0	0.035

 Statistically Significant

The above table demonstrates significant relationships between the Emotional Intelligence scales and positive customer effect. These relationships are most pronounced in the areas of overall value, overall service and interaction, as

indicated in the analysis in Table 9.2. The most consistent Emotional Intelligence scale is Emotional Self Awareness and Interpersonal Relationships, which also feature as significant under customer choice of outlet.

Table 9.22 The Emotional Intelligence Regression Summary of Demonstrating the Effect Size of  $r^2$  in Predicting Customer Positive Effect

Effect Size								
Ei Competency	Décor	Quality	Value	Service	Interaction	Pace	Guests	Choice
Self-Regard	0.15%	0.49%	0.10%	1.49%	2.02%	0.08%	2.56%	0.76%
Emotional Self Awareness	0.30%	0.27%	1.17%	4.00%	8.76%	1.12%	0.00%	1.44%
Assertiveness	0.10%	0.12%	0.14%	0.02%	0.30%	0.12%	0.03%	0.16%
Independence	0.04%	0.00%	0.05%	0.00%	0.00%	0.01%	0.04%	0.05%
Self-actualisation	0.04%	0.00%	0.61%	0.18%	0.40%	0.04%	0.01%	0.06%
Empathy	0.00%	0.00%	0.83%	0.00%	0.96%	0.00%	0.00%	0.06%
Social Responsibility	0.00%	0.19%	0.12%	0.01%	0.38%	0.01%	0.00%	0.03%
Interpersonal Relationships	0.01%	0.00%	1.06%	0.76%	3.17%	0.44%	0.00%	1.25%
Stress Tolerance	0.00%	0.01%	0.02%	0.29%	1.21%	0.04%	0.00%	0.13%
Impulse Control	0.06%	0.01%	0.26%	0.13%	0.04%	0.00%	0.00%	0.01%
Reality-Testing	0.52%	0.44%	0.09%	0.42%	0.72%	0.13%	0.00%	0.01%
Flexibility	0.16%	0.00%	0.00%	0.01%	0.00%	0.00%	0.03%	0.00%
Problem-solving	0.08%	0.01%	0.04%	0.01%	0.36%	0.03%	0.00%	0.01%
Optimism	0.00%	0.38%	0.01%	0.45%	2.72%	0.79%	0.00%	0.35%
Happiness	0.00%	0.00%	0.00%	0.29%	0.69%	0.03%	0.00%	0.12%

Statistically Significant

The above table converts the  $r^2$  from Table 9.21 and demonstrates the size of the effect on each measure. Three of the largest effects are seen under the customer measure or interaction, with Emotional Self Awareness featuring most highly at 8.76%, Interpersonal Relationships at 3.17% and Optimism at 2.72%. Emotional Self Awareness appears with a significant effect under overall service at 4%.

This next section reviews the responses to the depth of feeling questions from the comment card questionnaire. For completeness these are described below:

Questionnaire

How strongly do you feel:

	Not at all	Fairly	Strongly	Very Strongly
The service was genuine and personal				
I was treated as an individual				
The server recognised my personal needs				
The pace of the meal was adjusted to meet my needs				

Table 9.23 Correlation Analysis: Eqi Compared To Strength Of Feeling Responses (n= 667)

Eqi Scale	Genuine	Individual	Personal Needs	Pace Adjusted
INTRA	.319	.363	.172	.082
INTER	.270	.253	.176	.143
ADAPT	.692	.459	.326	.101
SM	.560	.464	.108	.751
GM	.219	.472	.604	.052
TOTAL Eqi	.365	.289	.409	.061



Table 9.23 above demonstrates no significant relationship between the strength of feeling questions and the major Eqi scales. For completeness these factors were entered into a multiple regression model to understand if any significance would be found under those conditions. The summary of this exercise is detailed below:

Table 9.24 The Emotional Intelligence Regression Model That Best Predicts Strength Of Feeling From Customers In Response To Service Encounter, Using Eqi Major Scales [Multiple R=.153, F=1.52], (n=50)

Eqi Scale	Genuine Multiple R= .047 F=.410	Individual Multiple R=.038 F=.330	Personal Needs Multiple R=.064 F=.572	Pace Adjusted Multiple R=.116 F=1.10
	Sig.	Sig.	Sig.	Sig.
INTRA	.985	.805	.602	.862
INTER	.470	.404	.950	.995
ADAPT	.604	.819	.367	.335
SM	.768	.572	.775	.331
GM	.629	.803	.799	.224

Again the relationships between the Eqi scales are poor, demonstrating no significant relationships with the Eqi major scales.

The multiple regression analysis illustrated in Table 9.21 and 9.22 demonstrate that significant relationships exist between a range of the scales of the Bar-On Eqi and the positive response of customers to a range of service cues.

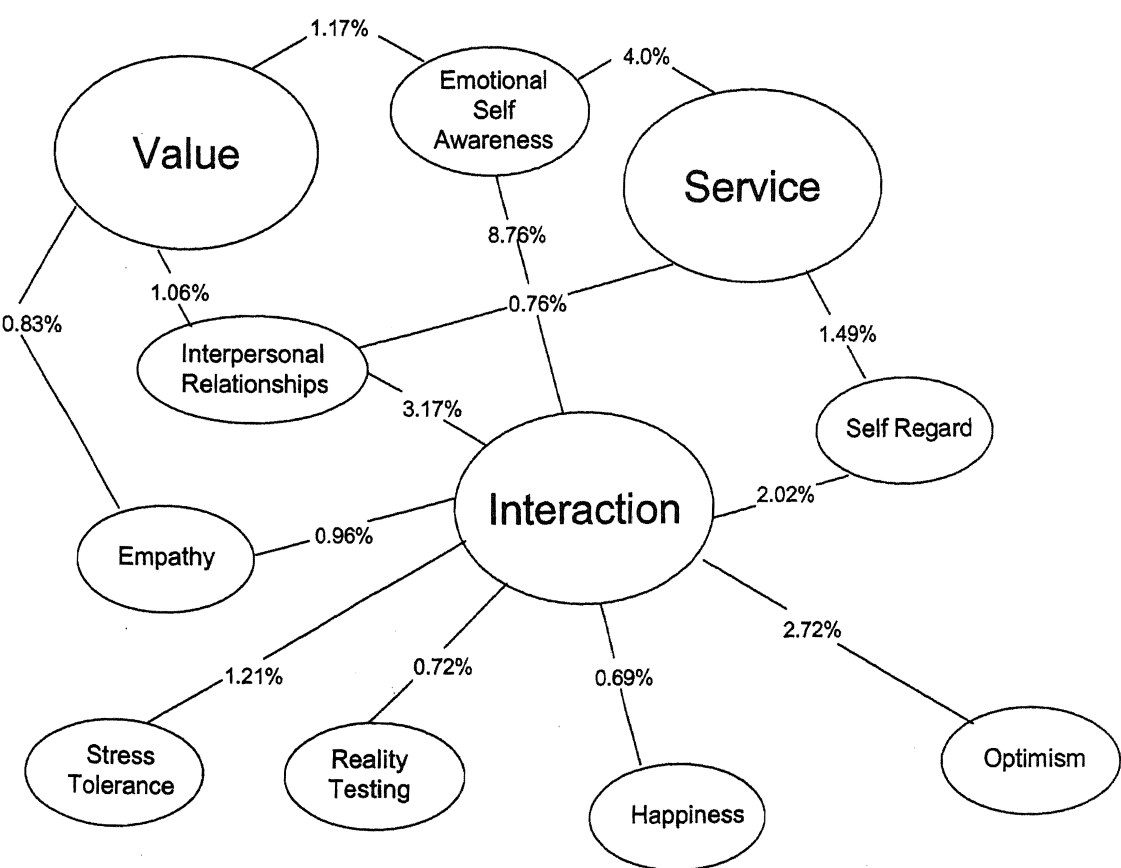
The relationships are dominant in the areas of overall value, overall service and particularly the quality of the interaction between the server and the customer. Some significant relationships are also present under the area of choice of outlet. The two areas of the Eqi that appear most consistently as representing significant relationships across the range of service cues are Emotional Self Awareness and Interpersonal Skills. It is reasonable to

assume that it is in these more personal areas of service that the strongest relationships exist.

The findings on the Strength of Feeling questions represent poor predicative value of positive customer response when subject to multiple regression analysis.

Focussing on the outputs in Table 9.22, the findings would imply that a range of Emotional Competencies could be modelled that best predict positive impact on the delivery of personal service to customers under the headings of service, value and interaction with the server. This model is illustrated in the Figure below.

Figure 9.6 Model for Prediction of Positive Customer Effect Based on Eqi Scales



**9.5 Emotional Labour Responses of the Servers**

The previous chapter in this study reported on the relationship between Emotional Labour and the Emotional Intelligence ratings of a sample group of servers, the relationships were only moderate at best.

In this section of the study, the relationship of the emotional response of customers and the presence of the elements of Emotional Labour as reported by the servers is examined. Grandey (2003), reported that deep acting was found to have a positive influence on observed interactions with customers. In her study, Grandey used peer-rated observations to rate the scale of affective delivery.

In this study the constructs of Emotional Labour are related to the outputs of the comment card questionnaire exercise relating to the expression of emotions.

Both sections of the questionnaire were input into the correlation exercise, the expression of emotional responses and the strength of feelings relating to the service, to establish the relationships.

The first table looks at the relationship between the service quality dimensions and the individual questions featuring in the Emotional Labour Scale. The table below highlights the significant correlations by factor (selected the most significant where there is more than one) by type of response. The particular areas of interest for this study, deep acting and surface acting are shaded for emphasis.

Table 9.25 Intercorrelation Between Service Quality and Emotional Labour Based On Emotional Response Questions (n=50)

EL Questions	Décor	Quality	Value	Service Overall	Inter action	Pace	Other Guests	Choice
1	-	-	.344* Happy	.392* Eager	-	-	-	.344* Relaxed
2	-	-	-.293* Content	-	-	-	-.389* Delighted	-
3	-	-	-	-	-	-	.312* Relaxed	-
4	-	-	-	.412* Relaxed	-	-.361* Happy	-	-
5	-	-	-.345* Eager	--	-	-	-	-
6	-	-	-	-	--	-	-	-
7	-	-	-	-	-	-	-	-
8	-	-	-	-	-	-	-	-
9	-	-	-	-	-	.297* D/Appoint	-	-
10	-	-	-	-	-	-	-	-
11	-	-	-	.301* Relaxed	.323* Relaxed	-	-	-
12	-	-	-	-	-	-	-	-.313* Delighted
13	-	-	-	-	-	-	-	-
14	.334* D/appoint	-	-	-	-	-	-	-
15	-	-	-	-	-	-	.404** Relaxed	-

\*p<0.005 \*\* p<0.001

Table 9.26 Intercorrelation Between Service Quality and Emotional Labour Based On Emotional Expressions Of Strength Of Feelings Questions (n=50)

EL Questions	Genuine & Personal	Treated as an Individual	Server Recognised Needs	Pace Adjusted
1	-	.342*	.337*	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-
11	-	-	-	-
12	-.328*	-	-	-
13	-	-	-	-
14	-	-	-	-
15	-	-	-	-


Table 9.27 Key To Questions

	<b><u>Duration</u></b>
1.	A typical interaction I have with a customer takes about ----- minutes
	<b><u>Frequency</u></b>
2.	Display specific emotions required by your job
5.	Adopt certain emotions required as part of your job
7.	Express particular emotions needed for your job
	<b><u>Intensity</u></b>
9.	Express intense emotions
3.	Show some strong emotions
	<b><u>Variety</u></b>
6.	Display many different kinds of emotions
11.	Express many different emotions
13.	Display many different emotions when interacting with others
	<b><u>Surface Acting</u></b>
12.	Resist expressing my true feelings
14.	Pretend to have emotions that I don't really have
8.	Hide my true feelings about a situation
	<b><u>Deep Acting</u></b>
4.	Make an effort to actually feel the emotions that I need to display to others
15.	Try to actually experience the emotions that I must show
10.	Really try to feel the emotions I have to show as part of my job

The results above demonstrate low correlation of the Emotional Labour factors and emotional expression of service quality. The only noteworthy relationships are noted with duration and frequency. The areas of focus for this study, surface acting and deep acting do not show any worthwhile association with the service quality responses from customers. For completeness these were entered into a multiple regression model, the outputs of which are illustrated below.

Table 9.28 The Emotional Labour Regression Model that Predicts the Predictive Value of Surface and Deep Acting on Positive Customer Responses to Service Cues (n=50)

r-squared								
ELS Question	Décor	Quality	Value	Service	Interaction	Pace	Guests	Choice
Q12 Surface	0.003	0.011	0.024	0.034	0.06	0.023	0.061	0.098
Q14 Surface	0.137	0.031	0.017	0.008	0.04	0.007	0.025	0.019
Q8 Surface	0.176	0.059	0.024	0.005	0.001	0.028	0.001	0.008
Q4 Deep	0.136	0.012	0.002	0.017	0.042	0.022	0.022	0.002
Q15 Deep	0.025	0.008	0	0.007	0.011	0.002	0.102	0.004
Q10 Deep	0.037	0.016	0.08	0	0.004	0.019	0.029	0.006

 Statistically Significant

The tables above demonstrate the poor predictive value of the ELS questions related to surface and deep acting and positive customer response to service cues.



Table 9.29 The Emotional Labour Regression Model that Predicts the Effect Size of Surface and Deep Acting on Positive Customer Response to Service Cues (n=50)

ELS Question	Décor	Quality	Value	Service	Interaction	Pace	Guests	Choice
Q12 Surface	0.00%	0.01%	0.06%	0.12%	0.36%	0.05%	0.37%	0.96%
Q14 Surface	1.88%	0.10%	0.03%	0.01%	0.16%	0.00%	0.06%	0.04%
Q8 Surface	3.10%	0.35%	0.06%	0.00%	0.00%	0.08%	0.00%	0.01%
Q4 Deep	1.85%	0.01%	0.00%	0.03%	0.18%	0.05%	0.05%	0.00%
Q15 Deep	0.06%	0.01%	0.00%	0.00%	0.01%	0.00%	1.04%	0.00%
Q10 Deep	0.14%	0.03%	0.64%	0.00%	0.00%	0.04%	0.08%	0.00%

Statistically Significant

This would demonstrate that whilst significant links can be found between the Eqi of the server and their expressions of emotional labour (reported in Chapter Eight, Section 8.8), it is much less pronounced when server ELS responses are directly related to the delivery of customer service, and indeed no significant relationships are evident between Surface or Deep Acting and the positive emotional response of the customer in the interactive elements of the transactions.

9.5.1 Summary of this Section

Despite the work quoted in the introduction to this section, it has not been possible in this piece of analysis to find a strong link between the responses to the Emotional Labour questionnaire and the range of responses to service cues in the service encounter, these would have been especially predicted in the interactive elements of the service experience.

On the basis of this research it is suggested that the constructs of Emotional Labour as identified are of poor predicative power in terms of service delivery outcomes.

9.6 Chapter Summary

This Chapter has dealt with one of the central themes of this study, the relationship between the emotional response of the customer in a service encounter and the emotional make-up of the individual providing that service. In a wider context the overall emotional response of the customer was analysed against a range of service cues, this builds on the model presented by Lehtinen and Lehinen (1991).

*Three-dimension Quality Approach A* (Lehtinen and Lehtinen, 1991)

Physical quality	The physical elements of service, including physical product and physical support. (from the environment)
Interactive quality	The interaction between the customer and interactive elements, including interactive persons and interaction equipment. (interaction between personnel and customers)
Corporate quality	The dimension of quality developing during the history of service organisation. (company image)

The analysis on all of the elements of the customer experience yielded significant relationships at the expressed emotional response of delighted. This finding presents an interesting challenge to the role of emotions in the overall service encounter, and would suggest that management ought to consider the emotional customer experience in the widest context, embracing the whole range of service stimulants and their inter-relationships.

The analysis of the emotional responses to service then moved on to consider the role of Emotional Intelligence (Eqi). In a service situation where the human interactive element plays such a significant part, the study sought to use Eqi as potential means of predicting positive customer emotional response. With the wide range of service stimulants at play in the service encounter, the study sought to understand if the Emotional Intelligence competencies of the



servers would have a significant relationship with the positive emotional response of the customer.

A model was created that illustrated the predictive ability of certain emotional competencies (as measured by the Eqi) and positive service outcomes. The findings in this model underline the feedback obtained in the interview process (Chapter Six) where servers described the key attributes they perceived to be important in presenting good quality service to customers, around Happiness and Optimism, but especially awareness of one's own emotions (the strongest contributing factor to delivery of good interactions with customers).

Finally, the Chapter examined the other potential predictor of superior service, the presence of certain levels of Emotional Labour in the server. This proved disappointing and the focus undertaken in the study was around the notions of surface acting and deep acting proved not at all significant and would not prove useful in attempting to predict positive emotional response in the customer in interaction with the server.

## 9.7 Summary of Hypothesis

Hypothesis 6. Surface acting is negatively related to ratings of affective delivery	Rejected
Hypothesis 7. Deep acting is positively related to ratings of affective delivery	Rejected
Hypothesis 8. Particular emotional competencies are positively related to delivery of positive emotional response in customers	Supported
Hypothesis 9. There will be a positive relationship between the emotional expression of the customer and a range of service cues	Supported
Hypothesis 10. The emotional competencies of the server will be positively related to the positive emotional expression of customers in regard to a range of service cues	Supported

# **CHAPTER TEN**

## **RESEARCH CONCLUSIONS**

This research has addressed one central question, what role do emotions play in the service encounter? This question has been explored from three distinct angles, that of the outlet manager, the server and ultimately the customer.

Firstly, the study investigated the contribution of the General Managers Emotional Intelligence as measured by the Bar-On Eqi (Bar-On, 1997), to the overall performance of the outlets under their direct control.

Secondly, the concept of Emotional Labour (Hochschild, 1983) was used alongside the Eqi to understand the influence these two factors might have on the quality of service quality offered by the servers in the restaurants. The Emotional Labour Scale (Brotheridge & Lee, 1998) was used as an instrument to measure Emotional Labour in the server sample.

Finally, a survey was used with the customers to understand how they responded emotionally to a range of service stimulants. This data was used to understand both the relationship of the customer emotions to the service stimulants, but then further utilised to examine the relationship between the emotional responses of the customer to the emotional competence and presence of emotional labour in the server sample.

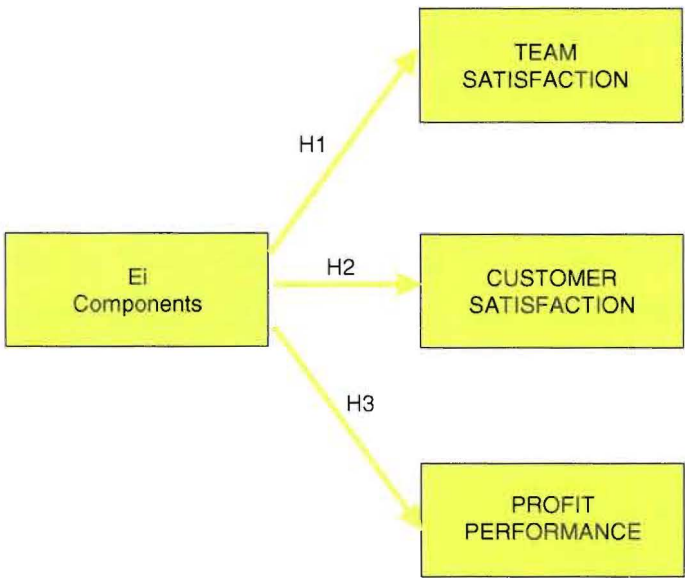
A full summary of the hypothesis testing is outlined below, followed by the final outline of the hypothesis map that has been presented throughout this study.

Table 10.1: Summary Table of Hypothesis Testing

Hypothesis 1. Managerial Emotional Intelligence is positively related to employee satisfaction	Supported
Hypothesis 2. Managerial Emotional Intelligence is positively related to customer satisfaction	Supported
Hypothesis 3. Managerial Emotional Intelligence is positively related to profit performance	Supported
Hypothesis 4. Interpersonal and Intrapersonal Emotional Intelligence skills are negatively related to surface acting	Partially Supported
Hypothesis 5. Interpersonal and Intrapersonal Emotional Intelligence skills are positively related to deep acting	Partially Supported
Hypothesis 6. Surface acting is negatively related to ratings of affective delivery	Rejected
Hypothesis 7. Deep acting is positively related to ratings of affective delivery	Rejected
Hypothesis 8. Particular emotional competencies are positively related to delivery of positive emotional response in customers	Supported
Hypothesis 9. There will be a positive relationship between the emotional expression of the customer and a range of service cues	Supported
Hypothesis 10. The emotional competencies of the server will be positively related to the positive emotional expression of customers in regard to a range of service cues	Supported

General Managers and Emotional Intelligence

Figure 10.1: Hypothesis Map for General Managers



The key question here was, does the emotional competence of the General Manager have any impact on the performance of the outlets under their control?

Figure 10.1 above and Table 10.1 demonstrate the relationships between the emotional competence (as measured by the Bar-On Eqi) of the General Manager and the key performance outputs of team satisfaction, customer satisfaction and profit performance.

Consistent with the literature (Cherniss & Alder, 2000, Stein, 2000, Goleman 1995), the study demonstrated that the emotional intelligence of the individual, in this case the General Manager, had an impact on their performance, albeit in this study the environment was different to previous studies which have focussed more heavily into the health and education sectors.

The differences were significant and presented a range of performance outputs (team satisfaction, team turnover, customer satisfaction, profit performance and appraisal rating) against which differing emotional

competencies from the Eqi related differently to the key performance measures.

The measure of overall management performance was the rating used by the Line Manager of the General Manager as part of the performance appraisal. It would appear from this that the Line Managers have a pretty good grasp of the capabilities of the General Manager, with significant relationships existing between high scoring General Managers and their Emotional Intelligence (Eqi) scoring. In all other areas of measurement there was a significant relationship between either the major scale or sub-scale of the Eqi. Any significant impact on these results resulting from either gender or age was rejected, although length of service in role demonstrated significant relationship with performance, in a direction that may not have been expected, that is that performance (as measured by profit growth) declines along with length of service in role.

There was no significant relationship between performance and overall Eqi scores, which suggests there is not a quick fix in terms of using total Eqi as a predictive performance instrument.

The emotional attributes that appear to come through consistently are those around interpersonal skills, general mood and adaptability. All of these would have an impact on the team around the manager, the very people who ultimately interact with the customer directly. This supports the arguments of Buckingham & Coffman (1999), who emphasise the importance of great managers creating the right conditions for employees to thrive and deliver superior results and the potential of Emotional Intelligence to improve team performance (Cherniss & Goleman 2001, Orme 2001, Stein & Book 2000, Weisinger 1998, Ryback 1998, Bar-On 2000).

So what does this mean for the future development of General Managers in this business, and what are the wider implications for the management of similar service businesses?

There would certainly seem to be opportunities to utilise a measure of Emotional Intelligence in the recruitment and development of General Managers in these roles in the future. Success in these roles is so dependent on the quality and motivation of the team working below the management level who directly face the customer on a day-to-day basis that recruiting and developing the right kind of leaders with the right emotional competencies would seem to be critical. The server teams interviewed in Chapter Six referred frequently to the importance of support from management and often gave the impression that they succeeded despite the quality of management rather than as a consequence of it.

Emotional Intelligence and Emotional Labour in the Server Population

Figure 10.2: Hypothesis Map for Servers and Customers

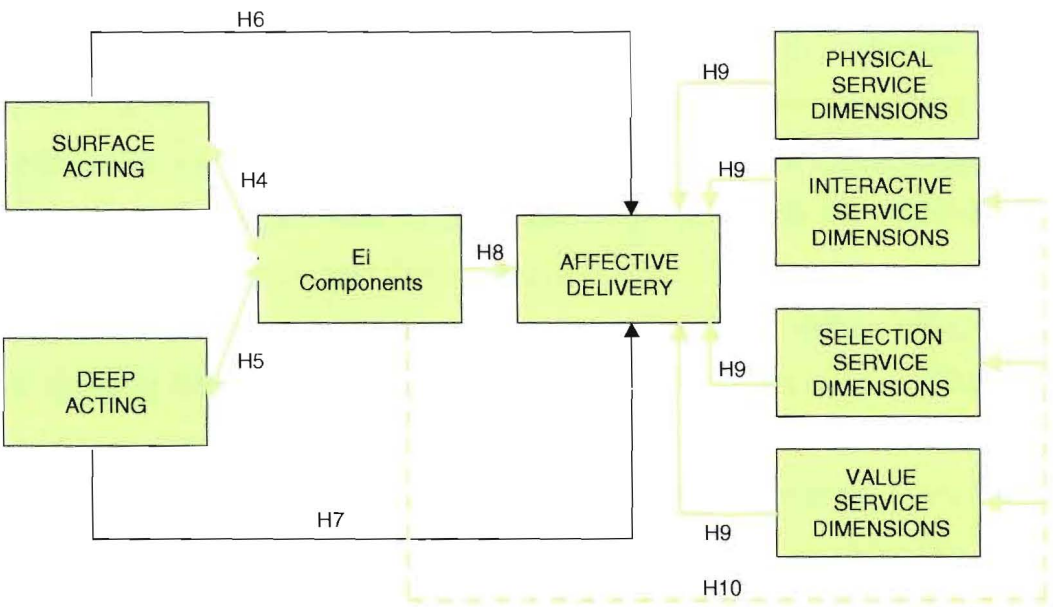


Figure 10.2 above and Table 10.1 demonstrate the relationships between the Emotional Labour, Emotional Intelligence (as measured by the Bar-On Eqi) and service delivery.

The approach of using the Bar-On Eqi as a measurement of Emotional Intelligence was extended to the server sample, but in addition to this, the concept of Emotional Labour was introduced to this population. Hochschild

(1983) has researched the impact of Emotional Labour in the service sector in particular, presenting the notion of surface acting and deep acting as approaches to describing the ways that service personnel respond to and cope with the stress of service situations.

This study explored the relationship of the various Emotional Intelligence competency sets in the server and management population, and then went on to examine the relationship between Emotional Intelligence (Eqi) and Emotional Labour in order to explore if in some way these two concepts are linked. Significant relationships were established between deep acting and emotional intelligence in particular, which has not been evident in the literature.

Bar-On (2000), noted that there were no significant differences in the total Eqi of males and females, but what did emerge was a very significant difference between the Eqi of the sample by role and gender combined. Female General Managers possess significantly superior scores than their female server counterparts, and male servers processed significantly superior scores to their female server counterparts. There is no obvious reason for these findings, but what is material in this sector of the hospitality industry, is the dominance of male General Managers and female servers both of whom demonstrated the lower scores as discussed above. The only significant difference between male General Managers and Female General Managers was on Optimism ( $p=.031$ ), however, Optimism does feature as a contributor to superior performance in General Manager performance in Overall Management Performance (page 138), and Customer Satisfaction (page 142). This finding becomes especially important when the work is discussed on the particular emotional competencies that might best predict superior service quality as delivered by the servers. The regression tests in Table 9.21 demonstrated significant relationships between the Eqi scales and customer's emotional responses to value, overall service and interaction.



When the study examined the direct relationship between Emotional Labour and service quality delivery, there was no significant relationship between either Deep Acting or Surface Acting as measured by the Brotheridge and Lee Emotional Labour Scale (ELS), and as such was unable to replicate the results achieved by Grandey (2002), who established a relationship between Emotional Labour and peer-rated service quality delivery. This would suggest that using the ELS as a predictor of service quality delivery in it's own right would not be justified from the results obtained in this study, however there are other possible benefits of considering the use of the ELS which are examined below.

In this section the two constructs of Emotional Labour and Emotional Intelligence were examined to explore the relationship between them. Significant positive and negative relationships were found between Eqi and ELS in both the focus areas of Surface Acting and Deep Acting. These were more apparent in Deep Acting and consistently in a more positive direction, that is, the better the Eqi score the more inclined that individuals would be to Deep Acting. Whilst the results above do not suggest that this would naturally lead to better service quality delivery, there are advantages in reducing the risk of emotional dissonance (Hochschild, 1983), and workplace stress leading to potentially adverse health effects (Kruml, Geddes, 2000, Nyquist *et al*, 1995).

Over and above these benefits, service operators may want to consider the potential employee fit in service roles, where a more genuine style of service might be more aligned to their brand proposition, and that Deep Actors may well deliver this more effectively.

### *The Role of Emotions in the Customer Experience*

The final area of investigation in this study was to look at the emotional response of the customers in the service experience.

Figure 10.2 demonstrates the relationship between a range of service cues and the emotional response of customers to those stimulants.

The study found there to be significant relationships between all aspects of the service cues under review in the research:

- Décor
- Quality of Meal
- Overall Value
- Quality of Service
- Interaction With The Server
- Pace of Meal
- Guests and Family Dining With The Customer Services
- Choice of Outlet

These relationships were particularly evident at the Delighted level and the Disappointed level, although to a lesser extent. As the study was seeking out the antecedents of superior service quality delivery, the focus was on the expressions of delight and the potential drivers of these Delighted expressions. These findings were consistent with the writing of Shaw and Ivens (2003, pp 10), who identified service stimulants as “being both physical and emotional”, and Pine and Gilmore (1999) who described service offerings as moving from service based to experience based. The work by Lehtinen and Lehtinen (1991) was especially informative to the study work into the physical, interactive and corporate dimensions of the service offer.

Conducting regression analysis on the results in this section revealed a strong relationship between perceptions of Value, Overall Service, Interaction and other contributing service cues (described in the model on page 202).

In the restaurant business, the design and measurement of the customer offering is often completely divorced from the Human Resource Function and the development of the people who serve the customer.

## Summary

The findings in this study would call for a much more integrated approach, we are dealing with emotions in the broad context in these service situations.

The emotional expression of the manager would appear to impact the performance of the team and concomitantly the service offered to their customers. The (positive) emotional expressions of customers are tied up inextricably with their surroundings, product quality, pace, company and perceptions of value particularly. Ultimately all of these directly impact the profitability of the outlets.

Service organisations need to plan the emotional content and context of their operations or brands and decide how the environment and personal interactions will look and feel in pursuit of that design. This is not necessarily by creating rigid scripts and routines but more by creating awareness of desired outcomes (Dobni *et al*, 1997).

The final section of this study suggests a number of approaches to achieving this more integrated approach, but inevitably opportunities for further research in this area remain.

# **CHAPTER ELEVEN**

## **PROFESSIONAL IMPLICATIONS**

This Chapter concludes the whole piece of research. It demonstrates the contribution to knowledge, provides the managerial implications of that learning and finally, identifies the limitations of the study together with suggestions or further areas of research in the field.

This research has investigated the role of emotions in service environments from three distinct angles; the managerial impact on the service experience and its concomitant commercial outputs, the emotions involved in the server interaction with customers and the emotional experience of the customers themselves.

Two particular constructs have been used to understand and investigate the emotional dimension of the service environment, Emotional Intelligence and Emotional Labour. In order to measure and analyse emotions in the study, two instruments were used, the Bar-on Eqi and the Brotheridge & Lee Emotional Labour Scale.

It is argued that the role of emotions needs to take a more central position in the thinking of management in attempting to orchestrate the optimum service experience for the customer, and furthermore that a much more integrated approach needs to be adopted across the three dimensions of the service model, managerial, server-customer interaction and the passive service icons that all go up to make up the total service experience. The results in the study outlined in Chapter Eight (see pages 144-181), demonstrated how customers respond emotionally to whole range of service stimulants both, from a human interactive point of view (interactive service, other guests dining with them and overall service), and the more passive service stimulants (décor, value, choice of venue, quality and pace of meal experience). Chapter Seven demonstrated how the Emotional Intelligence skills of General Managers can effect a range of key performance indicators, such as team satisfaction, customer

satisfaction, customer service standards and ultimately the overall profit performance of the outlet under their control.

Finally, a significant relationship has been established between components of Emotional Intelligence and the delivery of superior (delighted) service quality to customers, particularly focussed around customer's perceptions of value, overall service and interaction.

### **11.1 Contribution to Knowledge**

This study makes a number of contributions to both the theory and the execution of theory in the service experience in the full service restaurant business in particular, but with potential to go beyond the strict boundaries of this sector and add value to a wider range of service environments. These contributions are listed below:

- An opportunity to refine and review how measurement of service quality in the service sector with a greater emphasis of the emotional dimension of the service experience
- Development of models to align the approach taken in the formulation of recruitment, development and measurement processes in service organisations.
- Potential tools to assess of the role of emotions in the three distinct areas of customers, servers and management.
- Understanding of the key emotional components that predict superior service quality.

#### **11.1.1 Measurement of Service Quality**

This research suggested that the important area of service quality measurement be addressed from a different angle, which is to approach the measurement process from the perspective of the emotional experience of the customer rather than measurements of graded satisfaction.

The literature quotes widely from the gap closure approach proposed by Zeithmal *et al* (1990), however, the notion of considering the wider emotional experience in terms of measurement is emerging in some of the literature (Shaw & Ivens, 2002, Price, Arnould & Deibler, 1994). This research has built the thread of emotions through from the customer offering, the server and the managerial roles in service organisations.

These findings have challenged the measurement of service delivery from two particular perspectives:

### *What Gets Measured*

More traditional approaches to the measurement of service quality delivery focus on the critical sub-scales of the experience almost as though they were unrelated to one another; indeed this study followed such an approach in building the comment card survey. The findings, however, have indicated that these sub-scales are highly inter-related with a number combining to represent customers' response to the service encounter.

These traditional approaches have tended to review the delivery of service quality in silos often divorcing the transactional delivery of service quality away from the emotional component of the experience. The literature suggests that there is a growing acknowledgement of the importance of emotions in service transactions (Shaw & Ivens, 2003, Dune & Menon, 2000, Pine & Gilmore, 1999). This increasing awareness of the relationship between the transactional and the emotional provides an opportunity for service organisations to take a much more rounded look at their own delivery of service quality.

These findings need to be considered in the development of service measurement initiatives.

### *How It Gets Measured*

This study has used an alternative way to establish the response of the customer to the service encounter, by presenting a range of emotional

prompts to elicit responses, rather than the traditional approach of grading satisfaction. This has presented an opportunity both to think about the measurement in a very different way and also to challenge the notions of satisfaction as a reliable indicator of successful service delivery

### **11.1.2 Development of Models to Align the Approach Taken in the Formulation of Recruitment, Development and Measurement Processes in Service Organisations**

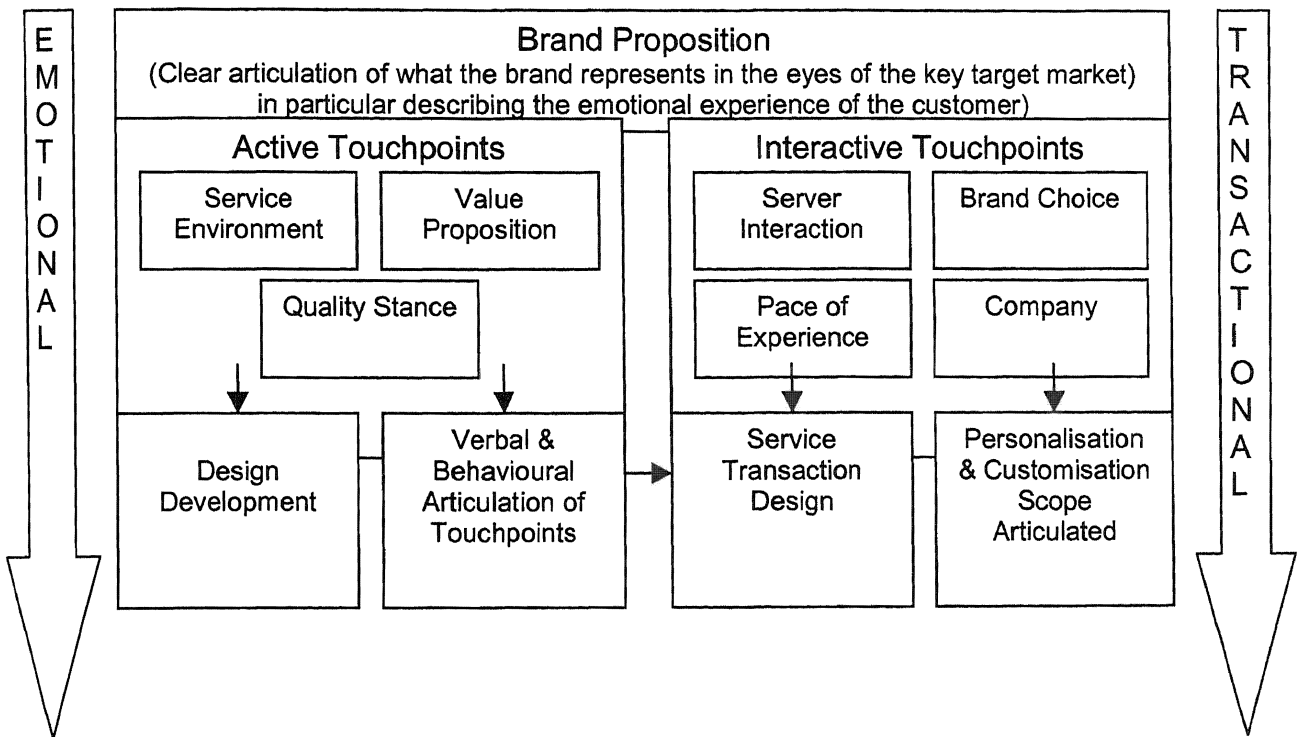
This research has identified the opportunity to align the perspective taken by management teams in the development of service strategies within brands or operations. The models below propose that an end-to-end view is taken in ensuring that the emotional experience that is designed for the consumer as part of the brand proposition is carried through to the development of teams, particularly customer facing team-members and management competences that are intrinsic in developing the micro culture within a unit of operation.

Service organisations tend to debate the creation of experiences for their customers without considering the downstream imperative of aligning processes and culture to expedite that offer to an optimum level.

The model below is presented as a result of reflecting on of the findings in this study. The definitions of active and interactive touchpoints are directly drawn from the findings in Chapter Eight and seek to bring together this range of service stimulants under two headings that might help guide a more integrated approach to service development.

The models illustrated below are designed to put in place a process that takes the service organisation through that thinking by the adoption both of a new approach to service strategy development and the concomitant recruitment, development and measurement strategies in support of that aligned strategy.

Figure 11.1 The Service Emotional Alignment Model



The Service Emotional Alignment Model illustrated above takes the manager through the key steps in developing a fully aligned proposition based on the findings in this research.

The underpinning philosophy embedded within this model is that the development of the service strategy needs to consider the dual approach of the (intended) emotional impact on the customer and the transactional activities that need to be in place to deliver that emotion.

The steps below describe the process in developing the strategic output from the model:

- As with any brand development strategy, the management needs to articulate very clearly what the proposition is for the target market
- The next stage is to consider this proposition from two angles:



1. The active elements of the offering and how these will be seen and experienced by the customer.

Building on the description articulated in the brand proposition and the emotional experience that the brand is attempting to create, management needs to decide in design terms what role each of the key active components (service environment, value proposition and quality stance) will play in its contribution to the emotional experience of the customer. The research has demonstrated that these elements have the potential to evoke emotional responses in varying degrees, and management needs to decide what relative focus and investment it plans to put behind each of these design elements to achieve the customer experience.

The service environment has been shown to be influential in the emotional response created in the customer (described as *décor* in this study), and logically is the ever present visual element of the extended service transaction; at one level this will act as a basic hygiene factor with the propensity to create negative emotions when disappointment arises, but at another level the extent to which the service environment positively contributes to the service experience needs to be designed into the overall service offer.

Value proved to be a key factor in the creation of positive emotions in customers in the study. Customers will view this judgement from a different perspective depending on their primary driving motivation in the service transaction, where the offer is more biased toward the experiential rather than commodity based, then judgements are a complex combination of product price driven value and the delivery of quality around different parts of the experience. This brings us to the third element of the active touchpoints, around quality. Brands need to ensure quality delivery is commensurate with the brand proposition and articulate this clearly to avoid disappointment in the eyes of the customer versus their expectations, as clearly judgements of quality play a key part in the emotional response of the customer.

2. The interactive elements that involve the human interaction of service personnel and customers.

These areas in particular involve an element of human interaction and will play a leading role in putting a personality behind the customer proposition, and the most challenging in achieving consistent delivery.

Providing an appropriate pace to the service transaction is a combination of productivity and customisation dependent on the nature of the service transaction, and the proposition to the customer. In fuller service settings which feature extended service transactions in particular, measuring and customising the appropriate pace for an individual customer is quite some skill in busy service situations.

The design of the service interaction is a combination of the transactional and the personal. The delivery of appropriate pace is to some extent reliant on the service production process with an interactive emotional element added in to the direct interaction with the customer. The extent to which this is played out again depends on the proposition designed for the experience.

An interesting challenge emerges in the area of the company experiencing the service experience along with the customer, this one would imagine will fall largely out of the control or influence of the service provider, but brands need to understand how they can enhance the service experience for the group in extended service situations where multiple customers make up the customer unit. This can be influenced by the active elements of the offer, for example seating arrangements or menu offers suited to the needs of groups in restaurant situations, comfortable seating arrangements in coffee shops or family parking bays in supermarkets. The service interaction can also be designed to enhance the group experience, for instance the appropriate recruitment and development of servers with the skills and confidence to deal with families or parties. Clearly from the

research, the emotional benefits of the group enjoying the experience are significant in creating a positive feel around the experience.

The final area in this section is the sense that the customer feels that they have made a good choice in using a particular service provider and the positive emotions that can be created as a result of this positive choice. This is essential with large brands in particular, where the judgement of one experience can influence purchase decisions across several hundred other outlets and lead to the classic word-of-mouth appraisal and communication of service delivery. Large service organisations such as the one featured in this study use likelihood to recommend as a key performance measure in achieving customer satisfaction.

If brands wish to re-inforce these positive messages, they need to consider the active cues that signal overall brand elements and how they combine to create the total experience, and within the interactive service offer develop re-inforcement mechanisms that underpin the brand experience, for example the energetic approach that TGI Friday's servers adopt in the service transaction that exemplifies the American experience that is intrinsic in the brand offer.

3. In this final section it is proposed that alignment is created between the active and the interactive elements of the service experience. This has been touched upon in the above sections, but opportunities exist to get the interactive elements of the experience reflected in the active elements through positive re-inforcement of the overall proposition, for example visible signposts to help describe service procedures and guarantees. In the opposite direction, servers can potentially bring to life the active elements of the environment, by for example pointing out interesting artefacts or valuable ancillary services in and around the service setting.

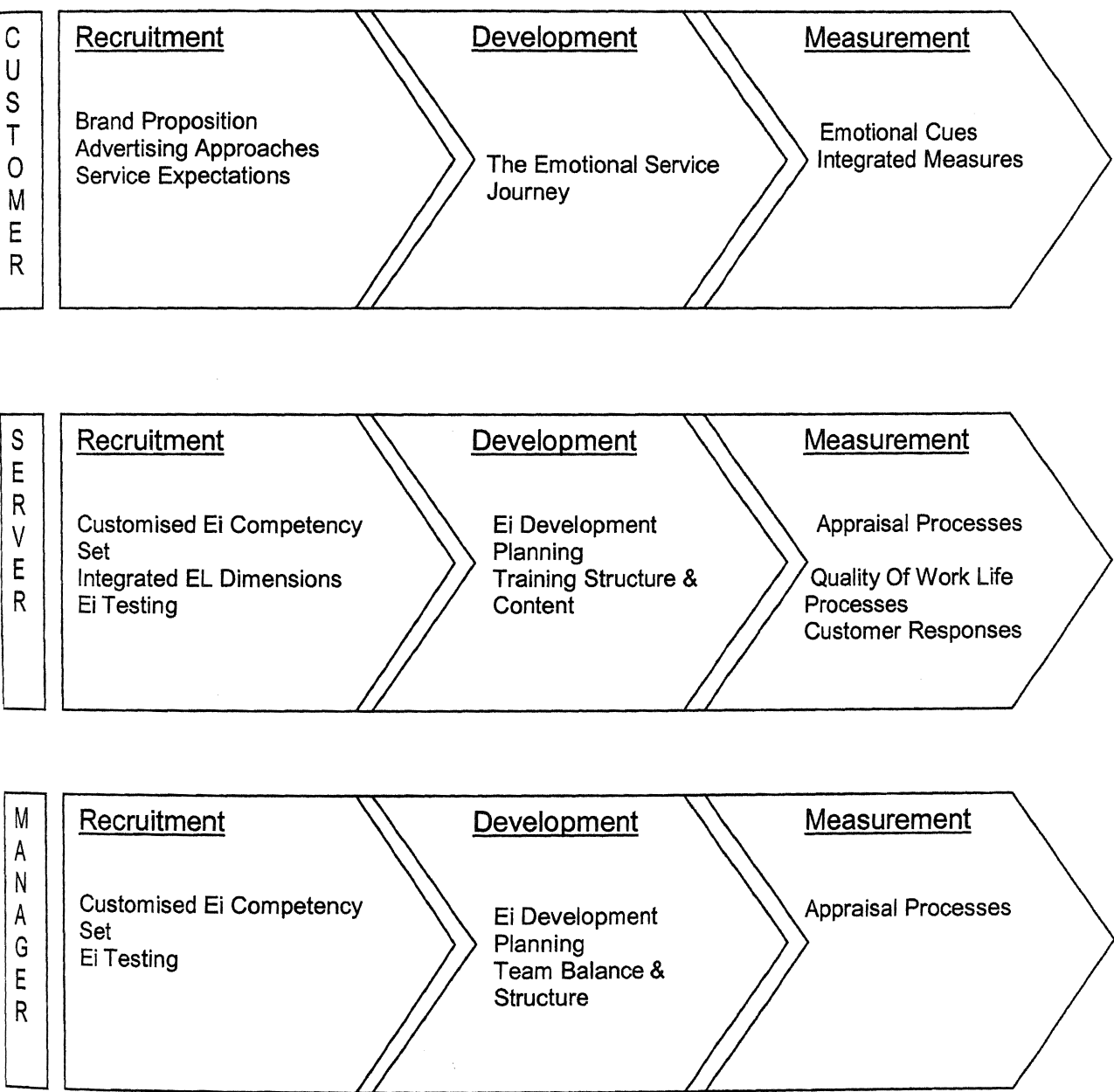
The second model in this section considers the role of emotions from a more operational perspective, rather than the brand/customer development model described above.

It draws from the work of Mc Kinsey & Co (1991) and their business system concept, further developed by Porter (1991), that proposed that all businesses were a sequence of activities from input purchasing through to after-sales service. The model below takes the three strands of the study, the manager, the server and the customer (figure 4.1), and presents them as three distinct but inter-related thrusts to building the service organisation. Within each of these thrusts are three common components in general business practice, recruitment, development and measurement. It is argued by this author that the first two recruitment and development are more commonly associated with human resource processes, with measurement common across all three areas in different forms. However to consider the three thrusts against the same three phases of the emotional value chain presents an opportunity to think about the investment in customers in a very different way, and in a way that is much more aligned than might be apparent in traditional functional thinking:

- Potential recruits (customers and employees), have expectations of the service business when they are recruited
- A failure to deliver on the organisation promise (to employee or brand) leads to dis-engagement and low levels of loyalty
- The service environment (workplace or venue) is largely built on emotional experiences and relationships
- Relationships with staff or customers need to be developed over time to retain loyalty
- The outcomes of the recruitment and development of employees and customers needs to be measured taking full account of the investment in those relationships as well as the harder more traditionally quantifiable outcomes

This is structured into three distinct contexts as illustrated below:

Figure 11.2 The Emotional Value Chain



The figure above proposes that emotions play a more dynamic part in the three key areas of the service organisation in the form of an Emotional Value Chain.

The model represents a catalyst for organisations to start thinking about the development of critical processes in support of a more integrated approach to the managing of emotions in the service sector.

### The Customer

Customers generally approach hospitality service encounters in a positive frame of mind, they are essentially purchasing an experience and they would hold reasonable expectations of that service experience being delivered, particularly if the outlet or brand has created an expectation ahead of the experience by recruitment through advertising and publicity. If the customer arrives at the outlet in a positive emotional state, the onus on the service provider is surely to develop that state through the experience. The critical consideration is the journey that the customer goes through in the course of the transaction, and what critical incidents are involved in that journey. The model above proposes that each of these critical steps is seen not simply in its transactional and functional context, but to extend the design and execution to consider the opportunities for enhancement of, or risks to, the emotional state of the customer. As an example, in many restaurant businesses the emotional well-being of the customer is deflated beyond practical recovery before the meal is even served due to delays or mistakes in greeting, seating and order taking processes.

The final piece in the customer Emotional Value Chain is the use of measurement processes that reflect the extent to which the emotional state of the customer has been enhanced by the positive delivery of the integrated emotional experience described earlier in this text. This would require the use of more open styles of feedback, both from the human interactive process and the more formal appraisal which form to build more statistical analysis of service delivery seeking out emotional expression from the customer, rather than simple ranked satisfaction.

### The Server

The Emotional Value Chain proposes the development of recruitment profiles that reflect the particular emotional competencies that have significant impact on the dimensions of the service/brand proposition. It would also take on board the use of some aspects of the Emotional Labour work in this study. This could be done by creating adapted questionnaires based on the ELS with critical questions, which predict the presence of Deep Acting, which would

seem to have a positive impact on the well-being and job satisfaction of the individual.

The model does not propose the singular use of Emotional Intelligence instruments in recruitment only, the ongoing understanding of Emotional Intelligence competence in the individual and its development are key to orchestrating the benefits of emotional competence in the workforce, it is therefore proposed that the regular measurement of Emotional Intelligence coupled with development planning be used in the service team, clearly aligned to the service outputs desired by the organisation. Furthermore, these desired emotional traits ought to form an integral part of training content and delivery.

Measurement of quality service delivery is a complex undertaking as this study has illustrated, however, the performance appraisal of the server needs to contain measurement of customer feedback as a key performance indicator. With an integrated view of the customer emotional proposition, training interventions that reflect this, and feedback mechanism that is aligned to the emotional dimension of the offer, it should be possible to provide an aligned appraisal methodology that closely matches desired job outcomes and individual performance.

The final area of measurement is that of Quality of Worklife. These instruments need to reflect the emotional well-being of the team, the interview reports featured in the early part of this study uncovered a level of frustration and negative emotional impact in individuals who seemed intent on delivering good service, but were hindered by key factors around teamwork and leadership, organisation health surveys need to be more ambitious in trying to tease out the presence of these barriers to good job performance.

### *The Manager*

Many of the proposals in the section above hold true for the recruitment and development of managers in the business and will not be repeated here. However, whilst the focus of the study was on General Managers, the

principles hold true for other more junior levels of management in businesses, these roles came in for particular criticism in the interview discussions.

Managers can perform at a higher level by harnessing their emotional competencies. They face a difficult challenge in the types of operation described in this study with an imbalance in the gender mix from management to front-line employee, and an apparent Emotional Intelligence competency deficit as a result of the gender mix. This needs managers to pro-actively recruit and develop the team from an emotional perspective and seeks to create a better balance of gender (as far as is possible in the labour market) to mitigate this issue. It also calls on more senior management to act in re-addressing the unequal gender balance at General Manager level by the creation of more career opportunities for the female worker.

### **11.1.3 Assessment of the Role of Emotions in the Three Distinct Areas of Customers, Servers and Management**

This study has given an insight into how integral role emotions play in the working lives of service employees and their customers, demonstrated by the significant relationships between emotions and managerial and service outcomes. They have proven fundamental to the delivery of, and the reaction to, service quality. The Service Emotional Alignment Model (Figure 11.1) and the Emotional Value Chain (Figure 11.2) above prescribes a framework to take these insights forward into the workplace by the development of tools and processes that accept the crucial role emotions can play in the growing service sector.

### **11.1.4 Understanding of the Key Emotional Components that Predict Superior Service Quality**

Every brand or operation will have its own desired outcomes for its customers. Understanding these has been helped to some extent in this study, and the knowledge contained herein ought to encourage service organisations to start their journey to understanding what unique emotional competencies will set



them apart in their own market. Customers don't often go out for a meal *just because* they are hungry, or stay in a hotel *just* for a good sleep, the experiential side of the encounter is becoming more and more critical, and experiences are intrinsically made up of emotional stimulation and emotional reaction. This study sets a path for service organisations to recognise this as a fact and then meticulously plan for the delivery of that experience.

### **11.1.5 Implications and Risks**

The introduction of the two models described in 11.1 and 11.2 present some challenges to operators who chose to adopt them.

These are discussed below:

- The Service Emotional Alignment Model (Figure 11.1) relies on a high level of human interaction in the transaction, based as it is on the blend of active and interactive elements, and the consideration of the emotional and transactional aspects of the service experience. Organisations that operate in a much more mechanistic sector of the service industry would find the application of this model difficult without some significant modification.
- The Service Alignment Model is predicated on the service organisation operating in the branded sector, as the first building block is focussed around the brand proposition.
- The Emotional Value Chain (Figure 11.2), calls for a new set of language to be used across the three domains of customers, servers and management. The descriptions of recruitment and development have strong HR association, and transferring them into other domains might be difficult. The descriptions are intentionally used in the three domains in order to elicit a new approach to thinking about these separate, but highly connected drivers of the service business
- The Emotional Value Chain calls for an increased use of emotional measurement tools, Eqi, ELS and customer surveys. These approaches at one level can appear unusual and unconventional, at another level

intrusive and potentially to some, morally objectionable. The use of the Eqi and the ELS with servers and General Managers in this study have been entirely voluntary and have enjoyed a very high level of uptake, but this has clearly been assisted by the fact that the results have remained anonymous. Using such tools for management and team-member recruitment screening would present a different set of challenges. The use of psychometric tools is not unusual in recruitment situations and as such these challenges would not be insurmountable. The example of BT (Brown, 2001) described in the literature review demonstrated the use of Emotional Intelligence measurement tools successfully deployed as part of a company re-organisation programme.

- The Eqi is a proprietary instrument licensed by Multi-Health Systems of Canada. Given the high levels of staff turnover discussed in Chapter One, the cost of widespread use of this instrument could be cost prohibitive. The investigation of less expensive solutions would seem to be appropriate if such an approach were to be introduced.
- The Emotional Value Chain recommends the use of an adapted form of the Emotional Labour Scale in the recruitment of servers, in an effort to attract more employees orientated to Deep Acting. The design of this adapted scale is not in the scope of this study. Another consideration would be whether the redesigned Emotional Labour tool would be in addition to the Eqi, which clearly runs the risk of over-testing at the recruitment stage.
- The use of emotional measurement of customers is a very new approach for most service industries. The refined approach in this study has worked well, but service business will need to continue to measure the tangible results of service standards such as service timings and cleanliness, so any move to adopting the emotional measurement techniques promoted in this study would have to work alongside the more standards driven approaches.

## 11.2 Limitations of Study

All research will incur certain limitations, the detail of the limitations of this research appear below.

Whilst this research has been carried out in a leading branded restaurant organisation in the UK and access has been open and of reasonable scale, it remains confined to one brand only. Equally this brand operates in the full service restaurant sector, which is probably in a minority in the contemporary mass restaurant brand sector. This choice was intentional in order to gain learning from an environment where extended service transaction (Dube & Menon, 2000) took place, and hence make the learnings applicable to a wider range of service scenarios, however, the dynamics of semi-service and fast service outlets will clearly be different to some degree. Every brand, in every sector has its own unique customer proposition which is articulated and delivered in many ways, this study has demonstrated some critical factors in creating a positive customer response, in this case value was very important, this will vary in different service settings.

This research has relied on gaining a high quantity of customer feedback in order to ensure the statistical assessment remains valid. This has necessitated adapting what was quite a complex propriety emotionally structured survey, into a simplified comment card questionnaire. This approach was supplemented by bringing some of the reporting from the organisations own in-depth qualitative survey work in order that comparisons could be developed to underpin the comment card feedback. In future studies more in-depth qualitative interviews could be introduced into the study itself to explore more deeply the emotional responses of customers in particular.

It is recognised that the feedback that forms the basis of this study is based on self-report instruments; the Bar-On Eqi and the Brotheridge & Lee Emotional Labour Scale. Such techniques can cause problems in two particular respects. The participant can deliberately lie or they can be “self-favouring and creating bias in the results” (Matthews, Zeidner & Roberts,

2002, pp 41). There are in-built mechanisms in the Bar-On instrument to counter such bias, as described in Chapter 4, although no such equivalent exists in the Emotional Labour Scale.

### **11.3 Areas for Further Research**

This study presents opportunities for a range of further research in a number of fields.

Emotional Intelligence measurement instruments have been utilised in this study to create an empirical picture of the relative emotional competencies of both the general management and server populations in the study. These have provided valuable data on which much of the analysis has been built, however, an opportunity remains for research to be conducted to assess the impact of putting emotional development processes into place in the service environment, the literature in this area is very limited at the front-line level of the organisation, much of the reporting relating to managerial development programmes. This research has suggested that there is a real opportunity to develop service strategies based on the careful recruitment and development of emotional competence and further research in this area would build understanding of the role of emotions in service development.

The understanding of Emotional Labour seems to be to a large extent confined to the literature, the findings in this study suggest that this construct is worthy of more research in the service setting to understand both how it can enhance service, but furthermore how it can be used to protect the well-being of the service workforce.

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# Appendix A

## Interview Guidance Notes

*"We are conducting some research into the more emotional side of your job as waiter/ess.*

*Whilst the technical side of your job is pretty well understood (key service steps, etc), the aspect of how we feel in serving our guests and working in our environment are less well understood, but potentially more crucial in delivering excellent service.*

*I have a series of questions that will help guide us through the next hour or so, but I am very keen that you contribute as openly as possible, so only treat the questions as guidelines.*

*I would like to record our conversation if you are agreeable, simply to ensure I catch all your responses and taking notes does not distract me."*

- 1. How would you define the emotional effort required in your job? What does it mean to you?*
- 2. What was your image of waiting before you started as a waiter/ess?*
- 3. What is your image of waiting now?*
- 4. Have you got any role models that shape what you do (how you act) as a waiter/ess?*
- 5. Do you get emotional support as a waiter/ess? If yes, please discuss who you get support from and how they help.*

6. *Have there been any negative or positive experiences in your job that have affected you?*
7. *How do you think you could be better prepared to deal with guests and the emotional effort involved in service?*
8. *Why are emotions and emotional effort important in service, if at all?*
9. *How do you think waiter/ess learn to care for guests?*
10. *To what extent can good training relieve emotional stress in your role?*

*If you were conducting research or drafting a report or writing an essay on emotional effort in service, what questions and issues would you want to explore and why?*

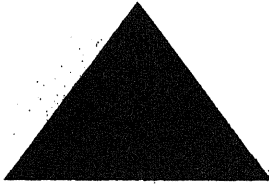
**Appendix B**  
**Bar-On Eqi Booklet & Answer Sheet**



BarOn Emotional Quotient Inventory

**Item Booklet**





# The BarOn EQ-i™

by Dr. Reuven Bar-On

## Introduction

The EQ-i™ consists of statements that provide you with an opportunity to describe yourself by indicating the degree to which each statement is true of the way you feel, think, or act most of the time and in most situations. There are five possible responses to each sentence.

- 1 - Very seldom or Not true of me
- 2 - Seldom true of me
- 3 - Sometimes true of me
- 4 - Often true of me
- 5 - Very often true of me or True of me

## Instructions

Read each statement and decide which *one* of the five possible responses best describes you. Mark your choices on the answer sheet by filling in the circle containing the number that corresponds to your answer.

If a statement does not apply to you, respond in such a way that will give the best indication of how you *would* possibly feel, think, or act. Although some of the sentences may not give you all the information you would like to receive, choose the response that seems the best, even if you are not sure. There are no "right" or "wrong" answers and no "good" or "bad" choices. Answer openly and honestly by indicating how you actually are and *not* how you would like to be or how you would like to be seen. There is no time limit, but work quickly and make sure that you consider and respond to *every* statement.

- |  |   |
|--|---|
| 1. My approach in overcoming difficulties is to move step by step. | 7. It's fairly easy for me to express feelings.   |
| 2. It's hard for me to enjoy life.                                 | 8. I try to see things as they really are, without fantasizing or daydreaming about them. |
| 3. I prefer a job in which I'm told pretty much what to do.        | 9. I'm in touch with my emotions.   |
| 4. I know how to deal with upsetting problems.                     | 10. I'm unable to show affection.   |
| 5. I like everyone I meet.   | 11. I feel sure of myself in most situations.   |
| 6. I try to make my life as meaningful as I can.                   | 12. I have a feeling that something is wrong with my mind.                                |

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- 1 - Very seldom or Not true of me  
2 - Seldom true of me  
3 - Sometimes true of me  
4 - Often true of me  
5 - Very often true of me or True of me

- |   |  |
|---|--|
| 13. It is a problem controlling my anger.   | 28. It's hard for me to make adjustments in general.                                 |
| 14. It's difficult for me to begin new things.  | 29. I like to get an overview of a problem before trying to solve it.                |
| 15. When faced with a difficult situation, I like to collect all the information about it that I can. | 30. It doesn't bother me to take advantage of people, especially if they deserve it. |
| 16. I like helping people.  | 31. I'm a fairly cheerful person.  |
| 17. It's hard for me to smile.  | 32. I prefer others to make decisions for me.  |
| 18. I'm unable to understand the way other people feel.   | 33. I can handle stress, without getting too nervous.                                |
| 19. When working with others, I tend to rely more on their ideas than my own.                         | 34. I have good thoughts about everyone.   |
| 20. I believe that I can stay on top of tough situations.   | 35. It's hard for me to understand the way I feel.                                   |
| 21. I really don't know what I'm good at.   | 36. In the past few years, I've accomplished little.                                 |
| 22. I'm unable to express my ideas to others.   | 37. When I'm angry with others, I can tell them about it.                            |
| 23. It's hard for me to share my deep feelings with others.   | 38. I have had strange experiences that can't be explained.                          |
| 24. I lack self-confidence.   | 39. It's easy for me to make friends.  |
| 25. I think I've lost my mind.  | 40. I have good self-respect.  |
| 26. I'm optimistic about most things I do.  | 41. I do very weird things.  |
| 27. When I start talking, it is hard to stop.   | 42. My impulsiveness creates problems.   |



- 1 - Very seldom or Not true of me  
2 - Seldom true of me  
3 - Sometimes true of me  
4 - Often true of me  
5 - Very often true of me or True of me

- |  |  |
|--|--|
| 43. It's difficult for me to change my opinion about things.       | 58. People tell me to lower my voice in discussions.   |
| 44. I'm good at understanding the way other people feel.           | 59. It's easy for me to adjust to new conditions.  |
| 45. When facing a problem, the first thing I do is stop and think. | 60. When trying to solve a problem, I look at each possibility and then decide on the best way.                        |
| 46. Others find it hard to depend on me.                           | 61. I would stop and help a crying child find his or her parents, even if I had to be somewhere else at the same time. |
| 47. I am satisfied with my life.                                   | 62. I'm fun to be with.  |
| 48. It's hard for me to make decisions on my own.                  | 63. I'm aware of the way I feel.   |
| 49. I don't hold up well under stress.                             | 64. I feel that it's hard for me to control my anxiety.  |
| 50. I don't do anything bad in my life.                            | 65. Nothing disturbs me.   |
| 51. I don't get enjoyment from what I do.                          | 66. I don't get that excited about my interests.   |
| 52. It's hard to express my intimate feelings.                     | 67. When I disagree with someone, I'm able to say so.  |
| 53. People don't understand the way I think.                       | 68. I tend to fade out and lose contact with what happens around me.   |
| 54. I generally hope for the best.                                 | 69. I don't get along well with others.  |
| 55. My friends can tell me intimate things about themselves.       | 70. It's hard for me to accept myself just the way I am.   |
| 56. I don't feel good about myself.                                | 71. I feel cut off from my body.   |
| 57. I see these strange things that others don't see.              | 72. I care what happens to other people.   |



- 1 - Very seldom or Not true of me
- 2 - Seldom true of me
- 3 - Sometimes true of me
- 4 - Often true of me
- 5 - Very often true of me or True of me

- |   |   |
|---|---|
| 73. I'm impatient.  | 88. Even when upset, I'm aware of what's happening to me.                             |
| 74. I'm able to change old habits.  | 89. In handling situations that arise, I try to think of as many approaches as I can. |
| 75. It's hard for me to decide on the best solution when solving problems.    | 90. I'm able to respect others.   |
| 76. If I could get away with breaking the law in certain situations, I would. | 91. I'm not that happy with my life.  |
| 77. I get depressed.  | 92. I'm more of a follower than a leader.   |
| 78. I know how to keep calm in difficult situations.                          | 93. It's hard for me to face unpleasant things.                                       |
| 79. I have not told a lie in my life.   | 94. I have not broken a law of any kind.  |
| 80. I'm generally motivated to continue, even when things get difficult.      | 95. I enjoy those things that interest me.  |
| 81. I try to continue and develop those things that I enjoy.                  | 96. It's fairly easy for me to tell people what I think.                              |
| 82. It's hard for me to say "no" when I want to.                              | 97. I tend to exaggerate.   |
| 83. I get carried away with my imagination and fantasies.                     | 98. I'm sensitive to the feelings of others.  |
| 84. My close relationships mean a lot to me and to my friends.                | 99. I have good relations with others.  |
| 85. I'm happy with the type of person I am.                                   | 100. I feel comfortable with my body.   |
| 86. I have strong impulses that are hard to control.                          | 101. I am a very strange person.  |
| 87. It's generally hard for me to make changes in my daily life.              | 102. I'm impulsive.   |



- 1 - Very seldom or Not true of me
- 2 - Seldom true of me
- 3 - Sometimes true of me
- 4 - Often true of me
- 5 - Very often true of me or True of me

- |   |  |
|---|--|
| 103. It's hard for me to change my ways.  | 118. I generally get stuck when thinking about different ways of solving problems. |
| 104. I think it's important to be a law-abiding citizen.                                      | 119. It's hard for me to see people suffer.  |
| 105. I enjoy weekends and holidays.   | 120. I like to have fun.   |
| 106. I generally expect things will turn out all right, despite setbacks from time to time.   | 121. I seem to need other people more than they need me.                           |
| 107. I tend to cling to others.   | 122. I get anxious.  |
| 108. I believe in my ability to handle most upsetting problems.                               | 123. I don't have bad days.  |
| 109. I have not been embarrassed for anything that I've done.                                 | 124. I avoid hurting other people's feelings.                                      |
| 110. I try to get as much as I can out of those things that I enjoy.                          | 125. I don't have a good idea of what I want to do in life.                        |
| 111. Others think that I lack assertiveness.  | 126. It's difficult for me to stand up for my rights.                              |
| 112. I can easily pull out of daydreams and tune into the reality of the immediate situation. | 127. It's hard for me to keep things in the right perspective.                     |
| 113. People think that I'm sociable.  | 128. I don't keep in touch with friends.   |
| 114. I'm happy with the way I look.   | 129. Looking at both my good points and bad points, I feel good about myself.      |
| 115. I have strange thoughts that no one can understand.                                      | 130. I tend to explode with anger easily.  |
| 116. It's hard for me to describe my feelings.  | 131. It would be hard for me to adjust if I were forced to leave my home.          |
| 117. I've got a bad temper.   | 132. Before beginning something new, I usually feel that I'll fail.                |
|   | 133. I responded openly and honestly to the above sentences.                       |

# EQ-i™ Data Entry Sheet

Name: \_\_\_\_\_ Age: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Optional: Gender: ☐ Male ☐ Female

Optional: Occupation Code ☐☐☐-☐☐ Job Title: \_\_\_\_\_

1 - Very seldom or Not true of me    2 - Seldom true of me    3 - Sometimes true of me  
4 - Often true of me    5 - Very often true of me or True of me

1. (1)(2)(3)(4)(5)	34. (1)(2)(3)(4)(5)	67. (1)(2)(3)(4)(5)	100. (1)(2)(3)(4)(5)
2. (1)(2)(3)(4)(5)	35. (1)(2)(3)(4)(5)	68. (1)(2)(3)(4)(5)	101. (1)(2)(3)(4)(5)
3. (1)(2)(3)(4)(5)	36. (1)(2)(3)(4)(5)	69. (1)(2)(3)(4)(5)	102. (1)(2)(3)(4)(5)
4. (1)(2)(3)(4)(5)	37. (1)(2)(3)(4)(5)	70. (1)(2)(3)(4)(5)	103. (1)(2)(3)(4)(5)
5. (1)(2)(3)(4)(5)	38. (1)(2)(3)(4)(5)	71. (1)(2)(3)(4)(5)	104. (1)(2)(3)(4)(5)
6. (1)(2)(3)(4)(5)	39. (1)(2)(3)(4)(5)	72. (1)(2)(3)(4)(5)	105. (1)(2)(3)(4)(5)
7. (1)(2)(3)(4)(5)	40. (1)(2)(3)(4)(5)	73. (1)(2)(3)(4)(5)	106. (1)(2)(3)(4)(5)
8. (1)(2)(3)(4)(5)	41. (1)(2)(3)(4)(5)	74. (1)(2)(3)(4)(5)	107. (1)(2)(3)(4)(5)
9. (1)(2)(3)(4)(5)	42. (1)(2)(3)(4)(5)	75. (1)(2)(3)(4)(5)	108. (1)(2)(3)(4)(5)
10. (1)(2)(3)(4)(5)	43. (1)(2)(3)(4)(5)	76. (1)(2)(3)(4)(5)	109. (1)(2)(3)(4)(5)
11. (1)(2)(3)(4)(5)	44. (1)(2)(3)(4)(5)	77. (1)(2)(3)(4)(5)	110. (1)(2)(3)(4)(5)
12. (1)(2)(3)(4)(5)	45. (1)(2)(3)(4)(5)	78. (1)(2)(3)(4)(5)	111. (1)(2)(3)(4)(5)
13. (1)(2)(3)(4)(5)	46. (1)(2)(3)(4)(5)	79. (1)(2)(3)(4)(5)	112. (1)(2)(3)(4)(5)
14. (1)(2)(3)(4)(5)	47. (1)(2)(3)(4)(5)	80. (1)(2)(3)(4)(5)	113. (1)(2)(3)(4)(5)
15. (1)(2)(3)(4)(5)	48. (1)(2)(3)(4)(5)	81. (1)(2)(3)(4)(5)	114. (1)(2)(3)(4)(5)
16. (1)(2)(3)(4)(5)	49. (1)(2)(3)(4)(5)	82. (1)(2)(3)(4)(5)	115. (1)(2)(3)(4)(5)
17. (1)(2)(3)(4)(5)	50. (1)(2)(3)(4)(5)	83. (1)(2)(3)(4)(5)	116. (1)(2)(3)(4)(5)
18. (1)(2)(3)(4)(5)	51. (1)(2)(3)(4)(5)	84. (1)(2)(3)(4)(5)	117. (1)(2)(3)(4)(5)
19. (1)(2)(3)(4)(5)	52. (1)(2)(3)(4)(5)	85. (1)(2)(3)(4)(5)	118. (1)(2)(3)(4)(5)
20. (1)(2)(3)(4)(5)	53. (1)(2)(3)(4)(5)	86. (1)(2)(3)(4)(5)	119. (1)(2)(3)(4)(5)
21. (1)(2)(3)(4)(5)	54. (1)(2)(3)(4)(5)	87. (1)(2)(3)(4)(5)	120. (1)(2)(3)(4)(5)
22. (1)(2)(3)(4)(5)	55. (1)(2)(3)(4)(5)	88. (1)(2)(3)(4)(5)	121. (1)(2)(3)(4)(5)
23. (1)(2)(3)(4)(5)	56. (1)(2)(3)(4)(5)	89. (1)(2)(3)(4)(5)	122. (1)(2)(3)(4)(5)
24. (1)(2)(3)(4)(5)	57. (1)(2)(3)(4)(5)	90. (1)(2)(3)(4)(5)	123. (1)(2)(3)(4)(5)
25. (1)(2)(3)(4)(5)	58. (1)(2)(3)(4)(5)	91. (1)(2)(3)(4)(5)	124. (1)(2)(3)(4)(5)
26. (1)(2)(3)(4)(5)	59. (1)(2)(3)(4)(5)	92. (1)(2)(3)(4)(5)	125. (1)(2)(3)(4)(5)
27. (1)(2)(3)(4)(5)	60. (1)(2)(3)(4)(5)	93. (1)(2)(3)(4)(5)	126. (1)(2)(3)(4)(5)
28. (1)(2)(3)(4)(5)	61. (1)(2)(3)(4)(5)	94. (1)(2)(3)(4)(5)	127. (1)(2)(3)(4)(5)
29. (1)(2)(3)(4)(5)	62. (1)(2)(3)(4)(5)	95. (1)(2)(3)(4)(5)	128. (1)(2)(3)(4)(5)
30. (1)(2)(3)(4)(5)	63. (1)(2)(3)(4)(5)	96. (1)(2)(3)(4)(5)	129. (1)(2)(3)(4)(5)
31. (1)(2)(3)(4)(5)	64. (1)(2)(3)(4)(5)	97. (1)(2)(3)(4)(5)	130. (1)(2)(3)(4)(5)
32. (1)(2)(3)(4)(5)	65. (1)(2)(3)(4)(5)	98. (1)(2)(3)(4)(5)	131. (1)(2)(3)(4)(5)
33. (1)(2)(3)(4)(5)	66. (1)(2)(3)(4)(5)	99. (1)(2)(3)(4)(5)	132. (1)(2)(3)(4)(5)
			133. (1)(2)(3)(4)(5)



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In Canada 3770 Victoria Park Avenue, Toronto, ON M2H 3M6, 1-800-268-6011, 1-416-492-2627, Fax 1-416-492-3343.

# Appendix C

## Emotional Labour Questionnaire

### Communication

Dear Team Member

We are currently conducting a programme of research into service development. We are specifically interested in the role emotions play in your day-to-day job serving our guests.

It would be very helpful if you could complete the following short questionnaire. All the information supplied will be **completely confidential and non-attributable**.

Thank you for your help.

Q1.	On an average day, a typical face-to-face interaction with a guest takes ....	_____ Minutes				
<b>On an average day at work, how frequently do you ...</b>		(1)	(2)	(3)	(4)	(5)
(Please tick the relevant column)		Never	Rarely	Sometimes	Often	Always
Q2.	Display and show specific emotions required by your job?					
Q3.	Adopt certain emotions required as part of your job?					
Q4.	Express particular emotions needed for your job?					
Q5.	Openly express intense emotions?					
Q6.	Display and show some strong emotions?					
Q7.	Display and show many different kinds of emotions?					
Q8.	Openly express many different emotions?					
Q9.	Display and show many different emotions when interacting with others?					
Q10.	Resist expressing your true feelings?					
Q11.	Pretend to have emotions that you don't really have?					
Q12.	Hide your true feelings about a situation?					
Q13.	Make an effort to actually feel the emotions that you need to display to others?					
Q14.	Try to actually experience the emotions that you must show?					
Q15.	Really try to feel the emotions you have to show as part of your job?					

Thank You For Completing This Questionnaire

# Appendix D

## Resonance Survey Form

Welcome! As a customer of The Brache Beefeater, your responses are very valuable!  
You will receive a discount voucher in exchange for your thoughts.

**STOP! FOR YOUR CONVENIENCE,  
THIS SURVEY IS AVAILABLE ONLINE.**  
Visit this website: [www.gang.net/surveys](http://www.gang.net/surveys)  
The Survey Name is: DINING  
Your Password is: EATING  
If you cannot access the survey online, please  
continue with this paper version.

We are constantly striving to improve the service we offer to you.  
We would appreciate you taking a little time out to complete this  
innovative survey which will help us understand how you enjoy your  
time with us.

Your responses will be used both to give us feedback on your  
experience and also to contribute to a major piece of academic  
research into the emotions people feel in restaurant service  
situations.

There are no right or wrong answers - we only ask for your  
thoughtful responses. Your responses are private and will be held in  
complete confidence. These will not be passed on to any other  
company and you will not receive any junk mail as a result of  
completing this survey.

When you have finished, please return it in the enclosed business  
reply paid envelope by our **Saturday November 30<sup>th</sup> deadline**, or  
better still, complete it on our special survey website detailed on this  
page.

As a gesture of thanks for taking the time out to give us this  
feedback, we have enclosed a discount voucher for you to use on  
your next visit.

If you have any questions or comments about this survey, please let  
us know. You can call me at 01582 844424 or you can e-mail me at  
<[Steve.Langhorn@Whitbread.com](mailto:Steve.Langhorn@Whitbread.com)>

Thanks again for your participation and please enjoy the survey.

Steve Langhorn  
Director, Whitbread Restaurants

First, please answer this question:

1. During the past 24 hours, how much have you been thinking about restaurants and dining out? (please circle a number below)									
Hardly at all			Somewhat			Quite a bit			Almost Constantly
1	2	3	4	5	6	7	8	9	10

Please tell us about your recent dining experience at The Brache Beefeater  
(when you received this survey).

- Recall your most recent experience dining at The Brache Beefeater, where you were given this survey. Consider every aspect of your experience, including the food, the people you're with (if any), the service, waiter(ess), prices, selection, convenience, and even the image and reputation of Beefeater.
- Please start by listing five emotion words in the first column below.  
Be Spontaneous! Any words you think of are fine.

Should you need inspiration, refer to the list of emotion words on the last page. When using the 1-10 scale, 1 is low and 10 is high.

When I think about my dining experience at The Brache Beefeater, I feel:  (list 5 emotion words)	How strongly do you feel these emotions?  (rate 1=low to 10=high)	Please describe why you feel each emotion in the first column.	Now forget about dining out, and focus on yourself. How well does each word you wrote in the first column describe you today?  (rate 1-10)	Which of the following 12 options best describes each emotion you wrote in the first column?  Please write one number (1-12) in each box below. A number can be used more than once.
a.				1 Delighted 2 Eager 3 Happy 4 Attracted 5 Satisfied 6 Interested 7 Uninterested 8 Dissatisfied 9 Unattracted 10 Unhappy 11 Dreading 12 Despondent
b.				
c.				
d.				
e.				

**Now please tell us about the experience provided by your waiter(ess) during this visit to The Brache Beefeater.**

- Consider everything you noticed or felt about your waiter(ess), including skills, attentiveness, conversation, anticipation of your needs, availability when needed, appearance, thoughtfulness, and any other aspect that occurs to you.
- **Please start by listing five emotion words in the first column below.**  
**Be Spontaneous! Any words you think of are fine.**

*Should you need inspiration, refer to the list of emotion words on the last page. When using the 1-10 scale, 1 is low and 10 is high.*

When I think about the experience provided by my waiter(ess) at this restaurant, I feel:  (list 5 emotion words)	How strongly do you feel these emotions?  (rate 1=low to 10=high)	Please describe why you feel each emotion in the first column.	Now forget about your waiter(ess), and focus on yourself. How well does each word you wrote in the first column describe you today? (rate 1-10)	Which of the following 12 options best describes each emotion you wrote in the first column?  Please write one number (1-12) in each box below. A number can be used more than once.
a.				1 Delighted
b.				2 Eager
c.				3 Happy
d.				4 Attracted
e.				5 Satisfied
				6 Interested
				7 Uninterested
				8 Dissatisfied
				9 Unattracted
				10 Unhappy
				11 Dreading
				12 Despondent

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Please tell us a little about yourself and your preferences:

1. What is your age? \_\_\_\_\_
2. Gender:      ☐ Male    ☐ Female
3. How frequently do you dine out?  
☐ At least once a week  
                                (how many times per week: \_\_\_\_\_)  
☐ Less than weekly but at least once a month  
                                (how many times per month: \_\_\_\_\_)  
☐ Less than monthly  
                                (how many times per year: \_\_\_\_\_)
4. Besides The Brache Beefeater, please tell us what are your three favourite similar restaurants,  
and how frequently do you dine at each?

		Number of Visits Over the Past 6 Months	Approximate Average Bill for Each Visit
	The Brache Beefeater	___	£___
Favourite 1	_____	___	£___
Favourite 2	_____	___	£___
Favourite 3	_____	___	£___

5. At what time of day did you obtain this survey? \_\_\_\_\_  
How many people were in your party? \_\_\_\_\_

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Now, please tell us a little bit about your waiter(ess) when you most recently dined at The Brache Beefeater.

- |     |   |                               |                                 |
|-----|---|-------------------------------|---------------------------------|
| 6.  | Approximately how old was your waiter(ess)? _____   |                               |                                 |
| 7.  | Was your waiter(ess)?   | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 8.  | Was your waiter(ess) courteous?   | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 9.  | Was your waiter(ess) helpful?   | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 10. | Did your waiter(ess) provide you with timely and efficient service, appropriate to your dining occasion?  | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 11. | Did the waiter(ess) make your dining experience more pleasurable?   | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 12. | Did the waiter(ess) show interest in you and your guests (if any)?  | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 13. | Did the waiter(ess) spend the right amount of time with you to ensure you enjoyed your dining experience? | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |
| 14. | Was there anything in particular the waiter(ess) did that added to the dining experience?                 | <input type="checkbox"/> Yes  | <input type="checkbox"/> No     |

If "Yes", please describe: \_\_\_\_\_

# Appendix E

## Summary & Correlation Analysis :

### Eqi to Service Quality (n=50)

		Ei	INTRA	INTER	ADAPT	SM	GM
Ei	Pearson Correlation	1	.920**	.736**	.825**	.567**	.803**
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000
Décor Delighted	Pearson Correlation	.181	.236	.070	.164	.137	-.050
	Sig. (2-tailed)	.218	.106	.638	.265	.354	.736
Quality Delighted	Pearson Correlation	.165	.233	.127	.020	.160	.142
	Sig. (2-tailed)	.262	.111	.388	.894	.278	.336
Value Delighted	Pearson Correlation	.298*	.301*	.302*	.178	.246	.081
	Sig. (2-tailed)	.040	.038	.037	.226	.092	.585
Quality Delighted1	Pearson Correlation	.332*	.334*	.226	.212	.297*	.280
	Sig. (2-tailed)	.021	.020	.122	.149	.040	.054
Interaction Delighted	Pearson Correlation	.439**	.410**	.397**	.250	.332*	.391**
	Sig. (2-tailed)	.002	.004	.005	.087	.021	.006
Pace Delighted	Pearson Correlation	.225	.240	.201	.177	.102	.242
	Sig. (2-tailed)	.123	.100	.171	.229	.490	.097
Guest or Family Delighted	Pearson Correlation	.081	.147	.041	.019	-.002	-.025
	Sig. (2-tailed)	.584	.318	.783	.897	.990	.868
Chose Delighted	Pearson Correlation	.266	.310*	.256	.076	.210	.247
	Sig. (2-tailed)	.067	.032	.079	.607	.151	.091